

**10/7/77 [2]**

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# WITHDRAWAL SHEET (PRESIDENTIAL LIBRARIES)

FORM OF DOCUMENT	CORRESPONDENTS OR TITLE	DATE	RESTRICTION
memo w/ att.	<del>From Marshall to The President 17 pp.) re: US Membership in the International Labor Organization/ enclosed in Hutcheson to Brzezinski 10/7/77</del> <i>opened per RAC, 2/19/13</i>	10/6/77	A
memo w/ att.	From Press to The President (1 pp.) re: Comprehensive Test Ban Verification	10/7/77	A

## FILE LOCATION

Carter Presidential Papers- Staff Offices, Office of the Staff Sec.- Pres. Hand writing File 10/7/77 [2] BOX 54

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THE WHITE HOUSE  
WASHINGTON

October 7, 1977

Hamilton Jordan

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

cc: Jim Gammill

RE: DEPARTMENT OF ENERGY APPOINT-  
MENTS

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION  
FYI

	MONDALE
	COSTANZA
	EIZENSTAT
/	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON
	LANCE
	SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	KING

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

October 6, 1977

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for Preservation Purposes**

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN *HJ*

SUBJECT: DEPARTMENT OF ENERGY APPOINTMENTS

Jim Schlesinger has two additional appointments for the Department of Energy for which he has requested your approval. They are:

George S. McIsaac for Assistant Secretary of Energy, Resource Applications; and

Lincoln Moses for Director, Energy Information Administration.

Mr. McIsaac is presently a member of McKinsey and Company - he has had experience in both the public and private sectors. More detailed biographic material is attached.

Dr. Moses is currently Professor of Statistic at Stanford University - he has had a distinguished career as an educator and is well know for numerous articles and publication. Additional biographic material on Dr. Moses is attached. Frank Moore's office reports that Senator Hathaway and Senator Muskie both support Mel Day for this position or that of Deputy Director for Energy Information. Jim Schlesinger did interview Mr. Day, but has chosen to support Dr. Moses.

Both individuals appear qualified, and Jim Schlesinger is anxious to have them nominated and in place as soon as possible. Unless you wish us to explore the Congressional views further, I recommend you approve these nominations.

George McIsaac: APPROVE ✓ DISAPPROVE \_\_\_\_\_

Lincoln Moses: APPROVE ✓ DISAPPROVE \_\_\_\_\_

OTHER: \_\_\_\_\_ *J*

## GEORGE S. McISAAC

Born July 25, 1930, Auburn, New York. Married, two children, excellent health.

### PERSONAL

#### Education

Auburn Public Schools; Rochester, 1961, M.S. in Business Administration; Yale, 1952 (NROTC Scholarship, Cogswell Award), B.S. in Industrial Administration.

#### Employment

U.S. Marine Corps, 1952 to 1954; Eastman Kodak Company (Progressed from film manufacturing staff to group leader in Management Systems Development Division), 1954 to 1962; McKinsey & Company, Inc., (Director, 1973), (Principal 1967), 1962 to present.

#### Government Related Duties Performed for Present Employer

##### Government: United States

Managed several engagements for the Assistant Secretary of Defense, Comptroller and the Secretary of Defense that identified and corrected problems with the defense planning/programming system, 1965 to 1966; Managed and directed demonstration projects for the Postmaster General to identify and implement improvements in postal service operations and organization, 1967 to 1972; Led an overhaul of Comsat's top-level organization and management compensation structure instigated by the Chairman of the Board, 1966; Directed an effort for the Comptroller of the Army and Secretary of the Army to improve resource management throughout the Army, world-wide, 1966 to 1969; Directed the creation of Amtrak for the Board of Incorporators, 1970 to 1971; Directed development and installation of an operation control information system for the Department of Housing and Urban Development, 1968 to 1970; Provided counsel on the organization of personnel functions in the Department of Health,

Education and Welfare, 1970; Determined how the National Science Foundation could play a role in improving private sector productivity, 1975 to 1976; Directed a study of alternatives to locating the Office of Telecommunications Policy within the Executive Office of the President, 1976.

Government: Federal Republic of Germany

Developed a "model" approach for government reorganization for the Cabinet Committee on Governmental Reform. Demonstrated approach by reorganizing the Ministry of Agriculture, 1972 to 1973; Directed a review of the capital development program of the University Hospital System for the State of North Rhein-Westphalia, 1971 to 1974.

Government: Tanzania

Helped lead an overhaul of planning and information systems controlling economic and social development to conform to a new, McKinsey-developed decentralized government organization.

Industry: United States and Germany

Led McKinsey's involvement with 14 clients in over 30 studies. Areas of concentration were product/market strategy, organization, financial and operating controls, mergers and acquisitions, industrial and labor relations, geographic diversification and expansion. About half the studies were conducted for diversified, large-scale multinational manufacturing enterprises. Clients served ranged in size from sales volumes of \$5 billion to \$50 million and in product line from steel and petroleum to packaged foods and audio cassettes.

Financial Institutions: United States and Germany

Directed over 16 profit improvement, strategic planning, organization and management information studies for 7 clients, including two of the world's largest insurance companies, a sizeable regional bank and a leading international financial service company.

Community Groups

Directed McKinsey's "pro bono" review of the effectiveness of the Urban Coalition in 5 major cities and the combination and strategic redirection of the National Capitol Area United Givers Fund and the Health and Welfare Council, 1966 to 1969.

Internal Administration

Exercised broad responsibility for management and development of McKinsey's practice and staff in Washington, D.C., and Germany. Currently lead McKinsey's Industrial and Labor Relations practice and hold responsibility for private sector clientele development in the Southeastern United States.





Department of Energy  
Washington, D.C. 20585

October 3, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

JIM SCHLESINGER

A handwritten signature, likely of Jim Schlesinger, is written to the right of his name.

SUBJECT: Appointment of Assistant Secretary of  
Energy, Resource Applications

Subject to your concurrence, I have selected  
Mr. George S. McIsaac as the Assistant Secretary  
of Energy, Resource Applications.

Mr. McIsaac is presently a member of McKinsey and  
Company and serves as a Director of that corporation.

He has had a long and distinguished career in both the  
public and private sectors and I am certain he will be  
a valuable addition to your Administration.

Attachment: Resume

LINCOLN E. MOSES  
Professor of Statistics

ADDRESS

830 Escondido Way  
Stanford, California 94305  
(415) 329-0229

Born: December 21, 1921  
Kansas City, Missouri

Citizenship: U.S.A.

PERSONAL:

Education

Midland School	1932 to 1935
San Bernardino High School	Graduate 1937
Stanford University	A.B., 1941 (Social Sciences)
Stanford University	Ph.D., 1950 (Statistics)

Ph.D. Title: An Iterative Construction of the Optimum  
Sequential Decision Procedure When the Cost  
Function is Linear

Employment

Assistant Professor of Education, Teachers College, Columbia University, 1950 to 1952; Assistant Professor of Statistics, Department of Statistics and Department of Preventive Medicine, Stanford University, 1952 to 1955; Associate Professor of Statistics, Department of Statistics and Department of Preventive Medicine, Stanford University, 1955 to 1959; Professor of Statistics, Department of Statistics and Department of Preventive Medicine, Stanford University, 1959 to present; Executive Head, Professor, Department of Statistics, Professor, Department of Preventive Medicine, Stanford University, 1964 to 1968; Associate Dean, Humanities and Sciences, Stanford University, 1965 to 1968; Dean of Graduate Studies, Stanford University, 1969 to 1975.

Professional Activities

Member, Special Review Team, Research Grants Review Branch, Division of Research Grants, National Institutes of Health, 1963 to 1969; Member of Subcommittee on Halothane of Committee on Anesthesia of NAS-NRC, 1963 to 1968; Consultant to San Mateo County Mental Health Services, 1964 to 1968; Member of Committee on Statistics, Division of Mathematics, NAS-NRC, 1965 to 1966; Member of Committee (to study Biostatistics Program) for Dean of Graduate School, University of Washington, Seattle, 1964 to 1969; Visiting Lecturer in Statistics (sponsored by Institute of Mathematical Statistics) 1963 to 1966; Subpanel on Health Effects of Environmental Pollution, Environmental Pollution Panel, President's Science Advisory Committee, 1964 to 1965; Member, Automated Multiphasic Screening Committee on Study Design, Kaiser Permanente Foundation, 1965 to 1970; Member, Health Care Systems Study Section, Health Services and Mental Health Administration, 1970 to 1972; Member, Graduate Record Examination Board and its Executive Committee, and Chairman of its Research Committee, 1971 to 1975; Member, Panel on Alternative Approaches to Graduate Education (joint with Council of Graduate Schools and GRE Board), 1972 to 1973; Member, National Manpower Advisory Committee's Subcommittee on Professional, Scientific and Technical Manpower, 1973 to 1974; Member, Visiting Committee to Department of Statistics, Harvard University, 1974--; Member, Council for the Progress of Nontraditional Study, 1974 to 1975; Association of Graduate Schools in the AAU, Vice President 1973 to 1974, President 1974 to 1975; Committee on a Study of National Needs for Biomedical and Behavioral Research Personnel, 1974--; Member, Institute of Medicine (NAS-NRC), 1975--; Member, Analysis Advisory Committee, National Assessment of Educational Progress, 1974--; Member, Environmental Health Advisory Committee, (Advisor to Administrator), U.S. Environmental Protection Agency, 1974--; Member, Committee on National Statistics, NAS-NRC, 1976--.



Department of Energy  
Washington, D.C. 20585

October 3, 1977

MEMORANDUM FOR: THE PRESIDENT  
FROM: JIM SCHLESINGER  
SUBJECT: Appointment as Director, Energy  
Information Administration

Subject to your concurrence, I have selected  
Dr. Lincoln E. Moses as the Director, Energy  
Information Administration.

Dr. Moses is currently Professor of Statistics  
at Stanford University.

He has had a long and distinguished career as an  
educator at the university level and is well known  
for his numerous articles and publications.

I am certain he would be a valuable addition to your  
Administration as we all confront our Country's energy  
problems in the months and years ahead.

Attachment: Resume

THE WHITE HOUSE

WASHINGTON

September 29, 1977

MEMORANDUM FOR HAMILTON JORDAN

FROM: DAN TATE *DT*  
THROUGH: FRANK MOORE *J.M.*  
SUBJECT: SENATOR HATHAWAY

Ed King, Senator Hathaway's AA, called this morning to verify a report they had heard (and were most upset by) that the position of Administrator of the Information Division of the Department of Energy was going to Lincoln Moses.

Apparently, Mel Day whose brother is a big supporter and fundraiser in Maine was up for this position. He was interviewed by Schlesinger and everything appeared to be on track until yesterday when they heard that Lincoln Moses was going to get the position.

Ed also said that they learned a fellow by the name of Fisher who works with Cristie is going to fill in for Moses until he can assume this position in January or February. Fisher, who is a Republican, will then step down to be Moses' deputy.

What concerns the Senator is that Mel Day is not getting either the No. 1 or 2 spot and that a Republican is getting it before him. Day, according to Ed King, also has the support of Jackson and Humphrey.

I told him that we would check the situation out.

*Sen. Muskie called w/ similar message.*

HJ: According to Frank Pagnotta, Schlesinger is definitely recommending Moses over Day. While not completely certain about the Deputy spot yet, he feels that Fisher is a likely choice since he is already on board.

THE WHITE HOUSE

WASHINGTON

October 6, 1977

MEMORANDUM TO THE PRESIDENT

FROM: JIM FALLOWS *WBF for JF*  
SUBJECT: Democratic National Committee

I. The members are here primarily to plan the 1978 National Party Conference. Size is the main area of controversy. Curtis has requested through Mark Siegel that you make general reference to it.

--Emphasize that planning for the conference is one of the most important responsibilities of DNC members between conventions and congratulate them on taking their duties so seriously.

--Say that one of the advantages of the conference is to give you a chance to talk with individual delegates about the progress of the party and the administration. In planning for the conference they should make sure the size permits this valuable kind of personal two-way communication.

II. Ellsworth Bunker will be talking to them later in the morning about the Panama Canal treaties, which the Executive Committee has endorsed. This might be a time to make a pitch about the importance of getting the treaties confirmed.

III. The people at this meeting will be aware of the perception that our programs are in general retreat in the Congress. The opportunity to turn a weakness into a strength will be to appeal to them by explaining why its been so hard.

"There is in all men a demand for the superlative," Justice Oliver Wendell Holmes observed nearly 60 years ago. This is still especially true of Americans. It represents a very good side of our character -- we demand the best, and respond to emergencies with superhuman effort.

But it also often means we pay less attention to problems that do not lend themselves to one all-out single-shot effort. It takes no special leadership to answer a crisis people can see -- they are ready to pay attention, they see the need for sacrifices, they will compromise for the common good and they are less distracted by other considerations. One way to lead is to wait for problems to reach crisis stage and then deal with them one by one, but that is a costly approach. It is much better to prevent the great losses that usually come with a full-fledged crisis.

Your trip to the South Bronx is an example -- healthy policies for employment and urban development could have prevented the devastation you saw there, and saved the residents from untold grief and hardship.

What we're trying to do on many fronts is to deal with things before they become crises that can't be avoided. There are questions of how much is enough and when does it become too much, and the lines are not so easy to draw. It's harder to get people to focus on them but it's important and you ask their help.



1. Energy -- This is a hard crisis to see, but just as these pleasant fall days will be replaced by icy winds and snow, the present complacency and comfort of a temporary abundance of oil will be replaced by real hardships if we don't act.

A. You still hope to get a final energy package this year that will begin to get the nation on the road to fairer and more efficient uses of our scarce resources.

B. You tried not to unduly penalize working people and the poor to give windfall profits to oil companies, while still providing adequate incentives for new exploration and improved production.

2. Panama Canal -- These treaties don't weaken our defense position, but failure to ratify them could pose a real threat to our security.

A. The Russians and others would have an unprecedented opportunity to make headway to Latin America, as well as a stronger propaganda position in the rest of the Third World.

B. Instead of a bulwark against outside interference, we could come to be seen as a bully.

3. Jobs and Unemployment -- Full employment is a goal they all share with you.



A. Overall unemployment is down, but black unemployment, especially of youth in the cities, is unacceptably high because recovery has been uneven. Jobs are a cornerstone of welfare reform.

B. Key portions of the economic stimulus package are just getting to the stage where they have much local impact. Over half of the new positions in the CETA program (Comprehensive Employment and Training Act) remain to be filled between now and February.

C. Hiring for the 200,000 positions under the \$1 billion youth demonstration projects began Oct. 1. You are asking for the additional \$500,000 authorized but not yet appropriated to add another 100,000 positions.

D. You have a Task Force working on a long-term Urban Policy, due early next year, to deal with the basic problems that contribute to concentrations of unemployment and the overall viability of cities, especially in the older areas of the northeast and midwest.

4. The Administration has moved on hospital cost containment as a first step toward national health insurance.

5. ERA -- Equal rights for women are an inseparable part of human rights for all. With only three states remaining for ratification, opposition has dug in. ERA can win, but you need them to help.

6. You support full voting rights for the District of Columbia.

7. You campaigned hard for two years not only to be President but to be a Democratic President. The Democratic Party is the majority Party because it represents the full diversity of the people that make up this nation. When you strengthen the Democratic Party you strengthen those you and they wish to serve -- the powerless, those who have no voice, the average Americans who want a decent and honorable foreign policy and a tax system and welfare system that are fair and reasonable and efficient, a nation where freedom and opportunity are a reality for everyone.

# # #

THE WHITE HOUSE  
WASHINGTON  
October 7, 1977

Zbig Brzezinski

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

RE: U.S. MEMBERSHIP IN THE ILO

~~CONFIDENTIAL~~ ATTACHMENT

DECLASSIFIED  
Per, Rac Project  
ESDN: NLC-126-9-22-1-T  
BY 145 NARA DATE 2/19/13

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION  
FYI

	MONDALE
	COSTANZA
	EIZENSTAT
	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON
	LANCE
	SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to  
Carp/Huron within  
48 hours; due to  
Staff Secretary  
next day

	ARAGON
	BOURNE
/	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	KING

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE PRESIDENT HAS SEEN.

~~"CONFIDENTIAL"~~

U. S. DEPARTMENT OF LABOR  
OFFICE OF THE SECRETARY  
WASHINGTON

3619  
info  
J

October 6, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: SECRETARY OF LABOR, RAY MARSHALL *for*  
SUBJECT: U.S. Membership in the International Labor  
Organization (ILO)

BACKGROUND

1). Structure of ILO--The ILO is the oldest organization in the United Nations system, having been founded in 1919 after the Versailles Treaty. The United States joined the ILO in 1934. Unlike other international organizations, the ILO is tripartite in structure with each country's delegation containing independent representatives of government, labor and management. Within the U.S. delegation, the AFL-CIO represents labor and the Chamber of Commerce represents management. The ILO Constitution requires that a member give two years notice prior to withdrawing from the organization. (For more background, see Attachment A).

2). 1975 Letter of Intent to Withdraw--As you know, the United States on November 5, 1975, gave the ILO the required two years' notice of our intent to withdraw. (See Attachment B). The letter of intent to withdraw had the full support of the AFL-CIO and the Chamber of Commerce. The reasons for withdrawal contained in the letter were the following: a). the erosion of tripartite representation; b). selective concern for human rights; c). violations of due process in condemning specific countries (primarily Israel) prior to an investigation; and d). the increased politicization of the organization particularly in terms of dealing with issues not germane to the ILO's mandate. The 1975 letter stressed that the

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BY: 145 NADA DATE 3/14/13

United States did not want to leave the ILO. Instead, it expressed the hope that there would be sufficient changes in the organization within the following years to allow the United States to stay in the ILO.

3). Events from November 1975 to June 1977--Following the letter of intent to withdraw, a Cabinet-level Committee on the ILO was formed, which I currently chair. The Committee includes the Secretaries of Labor, State and Commerce, as well as the National Security Advisor to the President. The AFL-CIO and the Chamber of Commerce are advisors to the Committee and participate fully in its deliberations. This Committee has charted our strategy for participation within the ILO during the last two years. During this period we have conferred intensively with senior officials of the principal industrial democracies and over 30 developing countries. These talks led to the first pattern of collaboration among the industrial democracies on ways to return the ILO to its established principles and procedures. We also received assurances of support for our efforts by a number of developing countries. On February 16, 1977, Secretary of State Vance, Secretary of Commerce Kreps and I issued a joint statement making clear that the U.S. position on the ILO had not changed since the 1975 letter of intent to withdraw. On May 27, 1977, on the eve of the ILO meeting in Geneva, you issued a statement to the same effect.

4). June 1977 Conference of the ILO--The June meeting of the ILO can only be characterized as a serious disappointment to our efforts to modify the trends about which we had complained. (For a report of the delegates to this meeting, see Attachment C). Although there was new unity among the industrial democracies, our efforts did not receive the promised support from the underdeveloped countries. As a result, a coalition of developing countries and East European nations dominated the conference under the leadership of the Soviet Union and the Arab countries. In its most significant action, the Conference refused to adopt a report on violations of the labor human rights Conventions which would have treated this subject in an even-handed manner. We also supported an

amendment which would have provided a mechanism for screening out resolutions that violated due process or were not germane to the mandate of the ILO. The Conference sent this important amendment to a committee that clearly would not report it out.

5). Developments Since the June Conference--As the deadline for our decision on withdrawal grows closer, we have received a number of appeals from industrial democracies strongly urging us to stay in the ILO. In addition, similar appeals have been received from slightly less than 20 percent of the developing countries in the organization. These appeals from developing countries are general in nature and do not represent a shift in their positions on specific issues. Efforts are also being made to induce the ILO Director General to declare his willingness to withhold Conference resolutions not germane to the ILO. As a result of the imminent U.S. decision on withdrawal, the ILO Legal Advisor has now found an interpretation of the ILO Constitution which would allow us to defer the decision on withdrawal for another year. This seems a very questionable and political interpretation of the ILO Constitution which is very explicit on the timing of withdrawal notices. This raises the danger that an ILO member may object to our continued participation in the organization for the next year. The AFL-CIO and the Chamber of Commerce have both adopted strong positions urging our withdrawal from the ILO on schedule. The AFL-CIO International Committee met yesterday (October 5) and reaffirmed its position. Both the AFL-CIO and the Chamber of Commerce have stated that they will refuse to participate in the ILO if the U.S. defers its decision on withdrawal for another year.

6). Current Status of Decision on Withdrawal from the ILO--Under the ILO Constitution, our letter of intent to withdraw will take effect on November 6, 1977. I have scheduled a meeting of the Cabinet-Level Committee on October 12 to make recommendations to you on the subject. Based on the August 16 meeting of the Cabinet-Level Committee and discussions since then, it is likely that our recommendation to you will choose between two options: a). that we withdraw from the ILO on schedule, but make very clear that our withdrawal does not reflect diminished interest in the ILO or our intent to rejoin it if reforms are adopted; or b). that we extend our letter of intent to withdraw for another year and continue to seek reforms with the ILO.

Let me summarize for you below, the "pros" and "cons" of our Option A--continuing our membership in the ILO for another year.

#### PROS

1). There Has Been Substantial Progress--In the last few months, we have consolidated our support among industrial democracies and some of the less developed countries. Indications of this support are the appeals from various countries urging us to stay in the organization. There are also the efforts to induce the ILO Director General to withhold political resolutions that are not germane to the organization. However, it can be argued that this support is more form than substance and will evaporate on actual votes within the ILO. This is what occurred at the June 1977 ILO Conference.

2). ILO Is an Important International Organization--If functioning properly, the ILO has the ability to be of great assistance in our efforts to make our commitment to Human Rights concrete. Human Rights must include the principal that workers have the right to choose their own representatives and bargain with their employers over wages and working conditions. A commitment to this principal will make our discussion of Human Rights tangible to workers throughout the world. Our economy is also affected by working conditions elsewhere in the world. We have already lost jobs because of competition from less developed countries which pay their workers substandard wages. The ILO could be an important forum for raising these kinds of issues.

3). Our Withdrawal Will Injure the United Nations--We have participated fully in every United Nations organization since the UN was founded. Some may read our withdrawal from the ILO as the first step toward our abandonment of the UN. Our withdrawal will also jeopardize some of the valuable technical activities of the ILO.

4). Our Withdrawal Will Injure Relations with Less Developed Countries--Some less developed countries seem sincere in their desire for us to stay in the ILO. These less developed countries may consider our withdrawal somewhat of a rebuff. However, these countries have made clear that their support for reforms would only be at the



price of other U.S. concessions which would further weaken the resistance of the ILO to further politicization.

#### CONS

1). We Have Not Made Significant Progress in Two Years--The problems that we refer to in our 1975 letter of intent to withdraw have not abated. The June 1977 Conference was a failure, despite the promises of support that we had received prior to that meeting. Even if the industrial democracies and the less developed countries which have urged us not to withdraw support all our reform efforts, we still would not have a majority in the ILO. There seems only a small likelihood of any developments in the next year that will materially alter the situation within the ILO.

2). We Would Not Have Tripartite Representation in the ILO--The AFL-CIO and the Chamber of Commerce are adamant in their resolve not to further participate in the ILO regardless of the decision made by the U.S. Government. Since tripartite participation is central to the ILO system, an absence of representation for American labor and management would be awkward and perhaps embarrassing.

3). Our Withdrawal Will Strengthen the ILO--By following through on our intent to withdraw, we will underline the seriousness of our concern over the direction that the ILO has taken. If we stay in the ILO there seems little likelihood that our efforts to reform the organization will bear fruit. However, the withdrawal of U.S. participation and funding may force the ILO to address many of our concerns. By making clear our intent to rejoin the ILO if significant progress is made, our actions in withdrawing may serve as a catalyst to bring about the reforms that we seek. Even after withdrawing, we can work unofficially with other industrial democracies to bring about changes in the ILO. In addition, our action in withdrawing from the ILO will strengthen our bargaining position in trying to bring about reforms in other UN agencies.

4). Failure to Withdraw Will Damage U.S. Credibility--For the last two years, we have consistently maintained in formal and informal meetings that we intend to withdraw in 1977 unless reforms are adopted. Some countries have

maintained that we were using the letter of intent to withdraw as a political threat and that we actually had no intent to leave the organization. If we are to maintain credibility--and this is not limited to the ILO--we must live up to our word. If we demonstrate by leaving the ILO that there are limits to our tolerance for distortion of principles and procedures, this will strengthen the efforts of other industrial democracies to reform the organization in order to make it possible for us to rejoin. If we do not live up to our word and remain in the ILO, it is likely that our reform efforts will not be taken seriously.

Attachments: (A) Memorandum for the President dated March 18, 1977  
(B) U.S. Letter of Intent to Withdraw  
(C) Report of the Tripartite Delegates to the International Labor Conference, June 1-22, 1977

~~CONFIDENTIAL~~

U. S. DEPARTMENT OF LABOR

OFFICE OF THE SECRETARY

WASHINGTON

March 18, 1977

MEMORANDUM FOR THE PRESIDENT

From: Secretary of Labor Ray Marshall *Ray Marshall*

Subject: U. S. Relations with International Labor Organization (ILO)

On March 15 I chaired a meeting of the Cabinet Level Committee on ILO which assessed recent developments and the problems which lie ahead.

Because of your concern with human rights, you may find the background of ILO and U.S. relations with the Organization of special interest.

The International Labor Organization is the oldest of the UN Specialized Agencies. It has its origins in the Versailles Treaty on the initiative of President Wilson, prompted by Samuel Gompers, then President of the AFL. When the Senate turned down our membership in the League of Nations, we also refrained from joining the ILO. We did, however, join the organization in 1934 and have remained a member since. It was the only organization to which we belonged under the League of Nations and the ILO is the only organization which survived into the post-war period.

The ILO is unique among international organizations in a number of respects. It is not a purely governmental organization but is tripartite with independent representation from labor and management, with each having a vote in the proportion of two for government and one each for labor and management. Over the years, it has developed international labor standards, frequently in the form of conventions which, when adopted by a government, become treaty obligations. A number of conventions are in the human rights area of labor: freedom of association, prohibition of forced labor, and prohibition of discrimination in employment for political reasons. Through the years the ILO has developed machinery for periodic review of fulfillment of treaty obligations undertaken by member governments. Independent machinery also exists for investigation of complaints which may be made by member governments, worker or employer organizations concerning violation of standards, particularly in the human rights field.

ILO membership expanded rapidly in the post-war period and now amounts to 134. Through the last ten years the Organization has gradually developed a pattern of violating its own principles and procedures, and this has caused increasing difficulties in its relationship with the United States. These concerns reached a climax in 1975 when the U.S. Government, the U.S. Chamber of Commerce, and particularly the AFL-CIO concluded that deterioration in the Organization had reached the point where drastic steps were necessary. As a result on November 5, 1975 the United States, fulfilling ILO Constitutional requirements, gave two years' notice of its intent to withdraw from the Organization. The letter set out the four general tendencies

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BY: KS NARA DATE 2/14/13

~~CONFIDENTIAL~~

U. S. DEPARTMENT OF LABOR

OFFICE OF THE SECRETARY

WASHINGTON

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Per, Rac Project

ESDN: NLC-126-9-22-1-1

BY RC NARA DATE 2/14/15

March 18, 1977

MEMORANDUM FOR THE PRESIDENT

From: Secretary of Labor Ray Marshall *Ray Marshall*  
Subject: U. S. Relations with International Labor Organization (ILO)

On March 15 I chaired a meeting of the Cabinet Level Committee on ILO which assessed recent developments and the problems which lie ahead.

Because of your concern with human rights, you may find the background of ILO and U.S. relations with the Organization of special interest.

The International Labor Organization is the oldest of the UN Specialized Agencies. It has its origins in the Versailles Treaty on the initiative of President Wilson, prompted by Samuel Gompers, then President of the AFL. When the Senate turned down our membership in the League of Nations, we also refrained from joining the ILO. We did, however, join the organization in 1934 and have remained a member since. It was the only organization to which we belonged under the League of Nations and the ILO is the only organization which survived into the post-war period.

The ILO is unique among international organizations in a number of respects. It is not a purely governmental organization but is tripartite with independent representation from labor and management, with each having a vote in the proportion of two for government and one each for labor and management. Over the years, it has developed international labor standards, frequently in the form of conventions which, when adopted by a government, become treaty obligations. A number of conventions are in the human rights area of labor: freedom of association, prohibition of forced labor, and prohibition of discrimination in employment for political reasons. Through the years the ILO has developed machinery for periodic review of fulfillment of treaty obligations undertaken by member governments. Independent machinery also exists for investigation of complaints which may be made by member governments, worker or employer organizations concerning violation of standards, particularly in the human rights field.

ILO membership expanded rapidly in the post-war period and now amounts to 134. Through the last ten years the Organization has gradually developed a pattern of violating its own principles and procedures, and this has caused increasing difficulties in its relationship with the United States. These concerns reached a climax in 1975 when the U.S. Government, the U.S. Chamber of Commerce, and particularly the AFL-CIO concluded that deterioration in the Organization had reached the point where drastic steps were necessary. As a result on November 5, 1975 the United States, fulfilling ILO Constitutional requirements, gave two years' notice of its intent to withdraw from the Organization. The letter set out the four general tendencies

~~CONFIDENTIAL~~

which had brought the United States to its decision. These were the attrition of independent representation from worker and employer organizations within the ILO, selective concern for human rights as established in ILO standards, disregard of due process mainly through adoption of resolutions condemning countries without prior investigation, and increasing politicization of the organization through excessive involvement in political issues beyond the competence of the ILO. The letter also stated:

"The U.S. does not desire to leave the ILO. The U.S. does not expect to do so. But we do intend to make every possible effort to promote the conditions which will facilitate our continued participation. If this should prove impossible, we are in fact prepared to depart."

Simultaneous with the letter, a Cabinet Level Committee (CLC) was established to include the Secretaries of Labor, State and Commerce, and the President's Advisor on National Security Affairs. The AFL-CIO and the U.S. Chamber of Commerce were named as advisors to the Committee and have fully participated in all sessions. The Secretary of Labor chairs the Committee. Since November 1975 the United States has actively offered leadership and initiatives in attempting to obtain modification of the trends about which we had complained. The CLC has made the basic strategy decisions. A pattern of close and frequent consultation has been developed by the U.S. Representative to the ILO with both democratic industrial countries and developing countries, including visits to the capitols of key countries around the world for discussions with Foreign Ministers and Labor Ministers.

Significant progress has been made in the last year and half. A pattern of collaboration has been developed with the industrial democratic countries. There are signs of increasing support from developing countries. Nonetheless, the issue of our continued membership is still in question as major matters relating to the ILO's basic principles are to be treated in the June 1977 Annual Conference. It is clear to the CLC that our decision cannot be made until the outcome of the major issues which still lie ahead is known.

The ILO continues to be given high priority in government as well as in the U.S. Chamber of Commerce and the AFL-CIO. This is particularly true of the AFL-CIO with the personal involvement of George Meany and Lane Kirkland. When the time of decision comes, the Cabinet Level Committee will present a recommendation to you. It is vital that the recommendation be a unanimous one as the nature of the ILO dictates tripartite participation in it.



November 5, 1975

The Director General  
International Labor Office  
Geneva, Switzerland

Dear Mr. Director General:

This letter constitutes notice of the intention of the United States to withdraw from the International Labor Organization. It is transmitted pursuant to Article 1, Paragraph 5, of the Constitution of the Organization which provides that a member may withdraw provided that a notice of intention to withdraw has been given two years earlier to the Director General and subject to the member having at that time fulfilled all financial obligations arising out of its membership.

Rather than express regret at this action, I would prefer to express confidence in what will be its ultimate outcome. The United States does not desire to leave the ILO. The United States does not expect to do so. But we do intend to make every possible effort to promote the conditions which will facilitate our continued participation. If this should prove impossible, we are in fact prepared to depart.

American relations with the ILO are older, and perhaps deeper, than with any other international organization. It is a very special relationship, such that only extraordinary developments could ever have brought us to this point. The American labor movement back into the 19th century was associated with the international movement to establish a world organization which would advance the interests of workers through collective bargaining and social legislation. Samuel Gompers, President of the American Federation of Labor, was Chairman of the Commission which drafted the ILO constitution at the Paris Peace Conference. The first meeting of the International Labor Conference took place in Washington, that same year. In 1934 the United States joined the ILO, the first and only of the League of Nations organizations which it did join. The Declaration of Philadelphia in 1944 reaffirmed the Organization's fundamental principles and reformulated its aims and objectives in order to guide its role

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in the postwar period. Two Americans have served with distinction as the Directors-General; many Americans have contributed to the work of the organization. Most particularly, the ILO has been the object of sustained attention and support by three generations of representatives of American workers and American employers.

In recent years, support has given way to increasing concern. I would emphasize that this concern has been most intense on the part of precisely those groups which would generally be regarded in the United States as the most progressive and forward-looking in matters of social policy. It has been precisely those groups most desirous that the United States and other nations should move forward in social matters which have been most concerned that the ILO -- incredible as it may seem -- has been falling back. With no pretense to comprehensiveness, I should like to present four matters of fundamental concern.

1. The Erosion of Tripartite Representation

The ILO exists as an organization in which representatives of workers, employers, and governments may come together to further mutual interests. The constitution of the ILO is predicated on the existence within member states of relatively independent and reasonably self-defined and self-directed worker and employer groups. The United States fully recognizes that these assumptions, which may have been warranted on the part of the western democracies which drafted the ILO constitution in 1919, have not worked out everywhere in the world; in truth only a minority of the nations of the world today have anything resembling industrial democracy, just as only a minority can lay claim to political democracy. The United States recognizes that revising the practices and arrangements of the ILO is not going to restore the world of 1919 or of 1944. It would be intolerable for us to demand that it do so. On the other hand, it is equally intolerable for other states to insist that as a condition of participating in the ILO we should give up our liberties simply because they have another political system. We will not. Some accommodation will have to be found, and some surely can be found. But if none is, the United States will not submit passively to what some, mistakenly, may suppose to be the march of history. In particular, we cannot accept the workers' and employers' groups in the ILO falling under the domination of governments.



## 2. Selective Concern for Human Rights

The ILO Conference for some years now has shown an appallingly selective concern in the application of the ILO's basic conventions on freedom of association and forced labor. It pursues the violation of human rights in some member states. It grants immunity from such citations to others. This seriously undermines the credibility of the ILO's support of freedom of association, which is central to its tripartite structure, and strengthens the proposition that these human rights are not universally applicable, but rather are subject to different interpretations for states with different political systems.

## 3. Disregard of Due Process

The ILO once had an enviable record of objectivity and concern for due process in its examination of alleged violations of basic human rights by its member states. The Constitution of the ILO provides for procedures to handle representations and complaints that a member state is not observing a convention which it has ratified. Further, it was the ILO which first established fact-finding and conciliation machinery to respond to allegations of violations of trade union rights. In recent years, however, sessions of the ILO Conference increasingly have adopted resolutions condemning particular member states which happen to be the political target of the moment, in utter disregard of the established procedures and machinery. This trend is accelerating, and it is gravely damaging the ILO and its capacity to pursue its objectives in the human rights fields.

## 4. The Increasing Politicization of the Organization

In recent years the ILO has become increasingly and excessively involved in political issues which are quite beyond the competence and mandate of the Organization. The ILO does have a legitimate and necessary interest in certain issues with political ramifications. It has major responsibility, for example, for international action to promote and protect fundamental human rights, particularly in respect of freedom of association, trade union rights and the abolition of forced labor. But international politics is not the main business of the ILO. Questions involving relations between states and proclamations of economic principles should be left to the United Nations and other international agencies where

their consideration is more relevant to those organizations' responsibilities. Irrelevant political issues divert the attention of the ILO from improving the conditions of workers -- that is, from questions on which the tripartite structure of the ILO gives the Organization a unique advantage over the other, purely governmental, organizations of the UN family.

In sum, the ILO which this nation has so strongly supported appears to be turning away from its basic aims and objectives and increasingly to be used for purposes which serve the interests of neither the workers for which the organization was established nor nations which are committed to free trade unions and an open political process.

The International Labor Office and the member states of the Organization have for years been aware that these trends have reduced support in the United States for the ILO. It is possible, however, that the bases and depth of concern in the United States have not been adequately understood or appreciated.

I hope that this letter will contribute to a fuller appreciation of the current attitude of the United States toward the ILO. In due course the United States will be obliged to consider whether or not it wishes to carry out the intention stated in this letter and to withdraw from the ILO. During the next two years the United States, for its part, will work constructively within the ILO to help the Organization return to its basic principles and to a fuller achievement of its fundamental objectives.

To this end, the President is establishing a Cabinet-level Committee to consider how this goal may be achieved. The Committee will of course consult with worker and employer representatives, as has been our practice for some four decades now in the formulation of our ILO policy. The Committee will also enter into the closest consultations with the Congress, to the end that a unified and purposeful American position should emerge.

Respectfully,

Henry A. Kissinger

REPORT OF THE TRIPARTITE DELEGATES TO THE  
INTERNATIONAL LABOR CONFERENCE, JUNE 1-22, 1977

Viewed in the context of the November 1975 U.S. letter of notice of withdrawal and the four trends which were described in the letter, the June 1977 Conference can only be considered a failure. Basically, it was clear that extremist Arab countries, supported by enough activists (supplemented by considerable pressure) in the group of "77" to create an atmosphere of solidarity in that group, together with strong support from Eastern European countries, dominated the Conference. In fact throughout the last part of the Conference the atmosphere was one of arrogance and disdain for accepted procedures, institutions, and traditions of the Organization in which "democratization" of the Organization was described as the objective, an objective which meant the Conference was free to do whatever it wanted without regard to any other considerations or interests. The result was that the Conference frustrated efforts to achieve modification of the trends about which the U.S. had complained in its November 1975 letter.

A very positive characteristic which should be underscored was the fact that the industrial democratic countries stood together throughout the Conference. They not only voted with the U.S. but were in close and frequent consultations throughout the Conference, cooperated systematically, spoke up in sessions and did all they could to support our common purposes. Unfortunately, it was not enough to change the results.

1. Conference Chairmanships. The Conference got off to a poor start when, for the first time in anyone's memory, the informal bargaining among regional groups for allocation of the Conference's "honors" (committee chairmanships and other posts) failed to achieve consensus. The failure to agree resulted from the insistence of the Tunisian Labor Minister, representing the Africans, that the Tunisian Government Representative, Cherif, become Chairman of the Resolutions Committee. The Europeans had also proposed a candidate but would have been willing to withdraw that candidate if an alternate to Cherif had been proposed by the Africans. Cherif had been among the most active in behalf of the 1974 resolution condemning Israel and in the follow-up of that resolution. It was felt that it was inappropriate that he chair a committee, which at that time was expected to be seized with discussion of the Israeli matter. Ennaceur, clearly acting for the Arabs rather than the Africans (during the first part of the Conference, he acted as spokesman for both groups), refused to compromise and the result was a contested election in the Committee which Cherif won.

2. Standing Orders Committee and Article 17 Amendment. Within the Conference itself, the first important decision was on a procedural question involving the recommendation of the Selection Committee that the Governing

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Body-approved amendment to Article 17 of the Conference Standing Orders, dealing with non-receivability of resolutions condemning countries without investigation, be assigned to the Standing Orders Committee. Such assignment has been the normal procedure but, after a several-hour debate in plenary, the recommendation was rejected with the clear intention that the proposed amendment be considered in the Structure Committee where prevention of action at the Conference could be achieved by joining it with structure issues which had proved to be intractable because of sharp differences of interest (particularly the non-elective seat issue in the Governing Body and the veto issue) and on which no action was expected at the Conference.

3. Middle East Resolution Follow-up. The March 1977 Governing Body Session had accepted the Director General's recommendation that there was nothing further that he could do with respect to the 1974 condemnation resolution on Israel. His Report to the Conference included a review of action on the resolution since 1974 and a reference to the fact that the Committee of Experts on Application of Conventions had addressed a series of questions to the Government of Israel for clarification of their application of Convention No. 111 regarding discrimination in employment as it applied to the occupied territories. During the first week of the Conference, it appeared that the Israeli issue would be brought before the Conference through a resolution sponsored by the Arab countries overturning the Governing Body decision and insisting on implementation of the resolution. There were two basic issues involved in the proposed Arab approach. The first was that the Director General's Report is "for discussion" and the Legal Adviser had already officially advised that no resolutions were appropriate under this category which technically was not an agenda item of the Conference and was before the Conference only for discussion. Secondly, the substance of the resolution would have been a reiteration of condemnation without investigation. The confrontation was avoided with great difficulty (only temporarily, as it later turned out) on June 9 as a result of two concurrent elements: (1) Within the Arab group a combination of moderate Arab countries, with whom the U.S. worked closely, was able to prevail on the others in the group to make negotiations possible; (2) The negotiations conducted by the Director General were consummated in a letter from the Director General to the President of the Conference which was ambiguously worded but whose main thrust clearly was to stay within the principles and procedures of the Organization.

4. Israel and Anti-Discrimination Convention. The Israeli issue reappeared in the deliberations of the Conference's Committee on Application of Conventions. The Israeli Government had submitted a memorandum fully answering the questions raised by the Committee of Experts. Several Arab representatives in the Committee, taking their queue from a Soviet intervention which set out the position, insisted that the Committee of Experts and therefore the Committee of the Conference had no jurisdiction over the issue, as Israel's commitment to Convention No. 111 could not be interpreted to apply to occupied territories since this would imply sovereignty over

those territories. The legal position was not valid, but when the Committee refused to uphold it, the Arab representatives walked out of the Committee Session.

5. Application of Conventions Committee Report. The Conference Committee on Application of Conventions concluded its work with a balanced report treating countries equally on the basis of the Experts Committee findings with respect to human rights conventions. The report contained a critical paragraph with respect to the Soviet Union's application of forced labor and particularly freedom of association conventions. It also contained a critical comment on Czechoslovakia's application of the convention against discrimination in employment. Similar critical paragraphs were included in the report on a considerable number of other countries, in addition to placing Ethiopia on its Special List as violating the freedom of association convention.

6. Conference Rejection of Application of Conventions Committee Report. The report of the Conference Committee on Application of Conventions became a focal point of attack in the Conference through a combination of the Soviet Union and Arab countries. The extremists among the Arabs were in control of the Arab group and the principal attack led by Egypt, Algeria, Iraq and others became in fact an effort to undermine and put in question the objectivity and usefulness of the Experts Committee itself and not just the Conference Committee. After an acrimonious debate, lasting more than five hours, the Committee report was defeated through use of the lack of quorum technique. The thrust of the debate went far beyond the experience in 1974, when similar action by the Conference was taken. At that time the report was defeated through a pragmatic coalition sponsored by the Soviet Union of those countries and their supporters who had been criticized in the report of the Conference Committee. This year the repudiation represented, in addition, an atmosphere of disregard, even disdain, for procedures and institutions of the ILO, and in the case of the Israeli matter repudiation of the agreement reached on the Israel resolution earlier in the Conference through an insistence that the Blanchard letter upheld the intention to implement the 1974 resolution as the only means of proceeding on the Israeli matter.

The result is that on the issue of human rights, which is of such important concern to U.S. foreign policy and on which the ILO has taken such pride in its machinery in the past, the Conference not only turned its back on the substance of its ILO human rights concerns but even put into question the ILO mechanism for applying its interest in this field.

The close collaboration between the USSR and the Arab group was underscored when no one seconded the motion made by Mexico to have the Conference vote separately on the Appendix to the Report (which summarized the Israeli discussion in Committee) and the Report itself (which did not mention the Israeli issue). Arab interests might have been served

by such separation. Yet it is evident that the cooperative arrangements with the USSR precluded such separation, as it might have weakened the USSR chances of obtaining rejection of the entire report. The cooperation was illustrative of the USSR posture throughout the Conference, actively and articulately to press positions not only in its own direct interest but to work closely with the Arab group and Third World countries to support all their positions in return for support from them.

7. Article 17 Amendment and Structure Issues. In the Structure Committee the discussion of Article 17 clearly reflected the lack of interest on the part of most Third World countries, led by the Arab representatives and strongly encouraged by the Soviet Union, in addressing themselves to the substance of Article 17. Late in the proceedings the Canadian representative submitted a simplified version of the amendment which, while still achieving the objective, eliminated some of the procedural aspects to which there had been objections raised. The "77", however, acting as a caucus (and chaired by the Egyptian Ambassador) rejected any consideration of Article 17 separate from all the structure problems which they lumped together for consideration by a working party during the next year. They also insisted that if final decisions could not be reached on all structure questions by the Conference of 1978, a Constitutional Conference would be called for 1979. This approach was submitted in the form of a resolution from the "77". Despite several days of intensive efforts through informal negotiations, including the intervention of the Director General as well as the President of the Conference, no solution to the differences between the "77" and the industrial democratic countries could be found. The result was a report of the Structure Committee which lumped Article 17 together with structure matters for handling by a working party which was reestablished and is to hold meetings during the next year.

8. Resolutions Committee Report. The Resolutions Committee, moving at a deliberately slow pace, completed its consideration of only two resolutions, one dealing with strengthening of tripartitism and the other with strengthening of freedom of association. The Panama resolution, which condemned the United States (without investigation) for alleged discriminatory practices in the Canal Zone, had been placed as fourth in the Committee's selection of the first five priority resolutions. The Resolutions Committee report recommending the two resolutions agreed upon was considered toward the end of the Conference. It appears that the Arab, Soviet and "77" combination, confident of their control of the Conference and of having achieved their major objectives, decided to permit the resolutions to be adopted by the Conference without challenge, as they regarded the resolutions as having no particular operative relevance. It was not clear until the last moment whether they would challenge -- and successfully remove -- a phrase in the resolution on tripartitism which affirmed that the ILO would not deal with political matters beyond its competence. The phrase was not challenged, apparently as the resolution and the phrase were not regarded really to matter.

9. The Technical Committees. Almost forgotten by most delegations, focused as they were on the political issues, was the work of the technical committees. These committees functioned in businesslike fashion and completed their work in their assigned technical areas. The Committees on Nursing Care Personnel and Working Environment recommended Conventions and Recommendations on their subject matter which were approved by the Conference. The Committee on Labor Law Administration and on Public Service Employees made significant progress toward considering issues which will be concluded in a final deliberation by committees at next year's Conference.

Daniel L. Horowitz, Government Delegate (Chairman)  
Dale E. Good, Government Delegate  
Irving Brown, Worker Delegate  
Charles H. Smith, Jr., Employer Delegate

July 13, 1977



THE WHITE HOUSE  
WASHINGTON

9:30 A.M.

Q  
/

October 6, 1977

MEMORANDUM TO THE PRESIDENT

FORM:

HAMILTON JORDAN *H.J.*  
MARK SIEGEL *ms*

SUBJECT: APPEARANCE BEFORE THE DEMOCRATIC NATIONAL COMMITTEE

I. PURPOSE

It is traditional for the President, as leader of his Party, to appear on a regular basis before meetings of the National Committee. This is your second such appearance as President. The role of Party leader is central to your appearance.

II. BACKGROUND, PARTICIPANTS AND PRESS PLAN

A. BACKGROUND: The main agenda item is the adoption of the preliminary call to the 1978 Democratic National Party Conference (adopted by the Executive Committee in August) which contains a formula for size and composition of conference delegations: total of 1630 delegates composed of grass roots delegates elected by congressional district level, full DNC, a portion of the House, Senate and Mayors, all Democratic Governors and an at-large portion to be selected by state committees for the purpose of demographic balance.

DNC believes that the mid-term conference should be built around a conference format with small (approximately 150 participants) break-out groups dealing with specific issue areas, using Administration representatives as well as others with expertise to lead discussions.

B. PARTICIPANTS: There are 362 members of the Democratic National Committee, a figure which includes all State Chairmen and Vice-Chairs. Since the membership reflects, to some extent, the composition of the 1976 National Convention, there is substantial early Carter strength manifest. Despite some political problems between the national committee and the state party officers, you can expect an overwhelmingly warm and positive reception.

C. PRESS PLAN: To be coordinated with Press Office.

III. TALKING POINTS

In light of the published reports of the problems between the White House and the Democratic National Committee, you should minimize the situation and make generally positive references to Chairman Curtis.

(Additional Talking Points prepared by Jim Fallows are attached.)

THE WHITE HOUSE  
WASHINGTON

October 7, 1977

The Vice President  
Hamilton Jordan

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

RE: TODAY'S ACTION ON THE ENERGY  
TAX BILL

THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION  
FYI

	✓	MONDALE
		COSTANZA
		EIZENSTAT
	✓	JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON
		LANCE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

		ARAGON
		BOURNE
		BRZEZINSKI
		BUTLER
		CARP
		H. CARTER
		CLOUGH
		FALLOWS
		FIRST LADY
		HARDEN
		HUTCHESON
		JAGODA
		KING

		KRAFT
		LINDER
		MITCHELL
		MOE
		PETERSON
		PETTIGREW
		POSTON
		PRESS
		SCHLESINGER
		SCHNEIDERS
		STRAUSS
		VOORDE
		WARREN

THE PRESIDENT HAS SEEN.

Electrostatic Copy Made  
for Preservation Purposes

THE WHITE HOUSE  
WASHINGTON

October 6, 1977

*C*

MEMORANDUM FOR THE PRESIDENT

*FM*

FROM: FRANK MOORE / DAN TATE

SUBJECT: Today's Action on the Energy Tax Bill

Russell Long's strategy of stripping the major tax provisions from the House-passed bill, getting quick Senate Floor action on that bare-bones measure, and actually writing the bill in conference was side-tracked early in the session by the junior Republicans who were led by Senator Packwood. Most Committee Democrats and the three senior Republicans (Curtis, Hansen, and Dole) were in agreement with Long.

In the ensuing couple of hours, the Committee voted 14 to 4 against the House-passed user tax, but several members expressed interest in a boiler tax, and adopted a Dole amendment (by a 10 to 6 vote) to take away your authority to impose oil import fees.

*will be dropped in conference*

Packwood argued in favor of the Committee writing its own program which would meet your national energy goals. Subsequently, Senator Matsunaga's motion to meet your goals by using tax credits, moratoriums, and incentives (rather than tax increases) was adopted 9 yeas to 1 nay with 6 voting present. That opened the door for the Committee members to offer their tax incentive proposals for pet items (insulation, geothermal, etc.) The major amendment approved was Talmadge's \$3 per barrel tax credit for shale oil. Tomorrow the Committee will resume consideration of similar proposals.

Long assured us once again that the actual bill would be written in conference and he was very optimistic that the final product would be a bill that you could sign. Apparently, he is letting the Committee members indulge themselves through amendments which reduce revenues, intending later to make them impose the taxes to cover those reduced revenues. The taxes he has in mind are the gas guzzler and COET and perhaps even a boiler tax.

If experience is a reliable guide, there is a method to his apparent madness and he knows where he is headed. He is an honorable man who has consistently maintained that he wants to present you with an acceptable bill and who has nothing to gain if the bill he fashions in conference is one you cannot sign.

THE WHITE HOUSE  
WASHINGTON  
October 7, 1977

Bob Linder

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

/ Rick Hutcheson

RE: COUNCIL ON WAGE AND PRICE  
STABILITY STEEL REPORT

THE CHAIRMAN OF THE  
COUNCIL OF ECONOMIC ADVISERS  
WASHINGTON

October 6, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: Charlie Schultze *CLS*  
SUBJECT: Council on Wage and Price Stability  
Steel Report

Attached is the final COWPS report on the American Steel Industry. I am also attaching two draft letters for your signature. The first acknowledges to me your receipt of the report. The second transmits a copy of the report to Treasury Undersecretary Solomon for the use of his task force on steel industry problems.

TWO SIGNATURES NEEDED

(You have already read a summary of  
the report.)



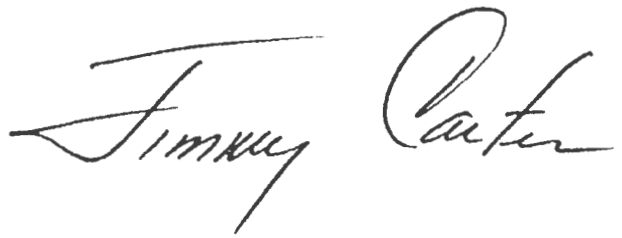
THE WHITE HOUSE

WASHINGTON

To Charles Schultze

I have received the Staff Report of the Council on Wage and Price Stability on economic conditions in the steel industry, which I requested on August 5. The Report contains much information and analysis which will be of value in assessing the needs and problems of the industry, and in developing appropriate policies for the Federal government. I am, therefore, referring the Report to the Steel Industry Task Force, which I recently established under the direction of Under Secretary of the Treasury Anthony Solomon.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned to the right of the word "Sincerely,".

The Honorable Charles L. Schultze  
Chairman  
Council of Economic Advisers  
Washington, D.C. 20506

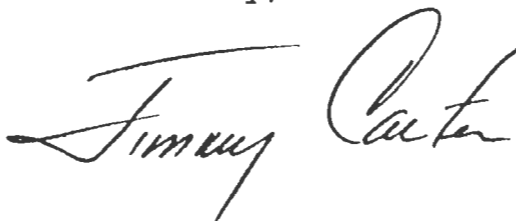
THE WHITE HOUSE  
WASHINGTON

To Anthony Solomon

I am herewith transmitting to you, as chairman of the interagency task force on the steel industry, a copy of the final report of the Council on Wage and Price Stability on conditions in the American steel industry.

This report reflects the Council staff's own analysis and compilation of material on the industry from a number of sources. I commend it to your attention and anticipate that it will be useful as you develop recommendations to me on policies toward the steel industry.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned below the word "Sincerely,".

The Honorable Anthony Solomon  
Under Secretary of the Treasury  
Washington, D.C. 20220

EXECUTIVE OFFICE OF THE PRESIDENT  
COUNCIL ON WAGE AND PRICE STABILITY  
726 JACKSON PLACE, N.W.  
WASHINGTON, D.C. 20506

October 5, 1977

②

Dear Mr. President:

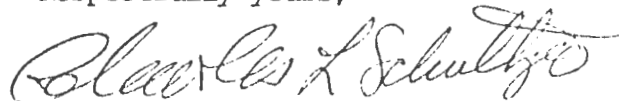
On August 5, 1977, you asked the staff of the Council on Wage and Price Stability to prepare a report on economic conditions within the American steel industry. Particular emphasis was to be placed upon identifying the sources of the rapid escalation of steel prices and costs. Activities of the government which influenced those increases were to be specifically identified. That report has been completed, and is attached.

In accordance with your instructions the Council staff reviewed a wide range of available materials on the steel industry from both public and private sources. The Department of Labor and the Commerce Department cooperated in providing much of this data. The report also benefited from the cooperation of the major steel companies in supplying information.

Robert Crandall, Deputy Director of the Council, directed the underlying study and was the major draftsman of the report. Jack Meyer, William Vaughn, Richard Rosenberg, and Sean Sullivan of the Council staff made important contributions.

This is a report of the Council staff and does not necessarily reflect the views of individual Council members. In light of your recent actions to establish an interagency task force to provide you with policy recommendations, no such recommendations by the Council staff are included in this report.

Respectfully yours,



Charles L. Schultze

THE WHITE HOUSE

WASHINGTON

October 6, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

STU EIZENSTAT

*Stu*

SUBJECT:

Attached letters to Senators  
Magnuson, Eastland and Williams

These three Senators are eager to have a personal letter from you congratulating them on a four-year public effort to study fisheries issues. They initiated the study, and have just presented to us the final product. I think such a letter would be appropriate.

Proposed letters are attached.

THREE SIGNATURES REQUESTED

Attachment

*was given to Frank Moore  
for delivery.*

THE WHITE HOUSE  
WASHINGTON

To Senator Williams

Thank you very much for your letter of September 22 and the accompanying Fisheries Commissions Reports. I would like to congratulate you on the fine, broad-based effort these reports represent.

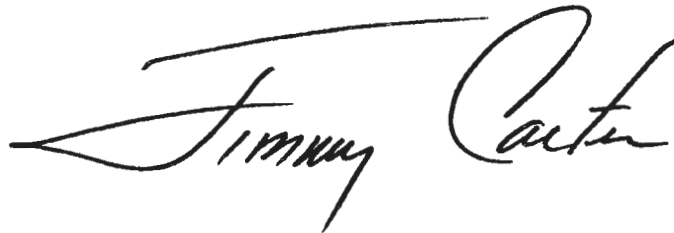
Members of your staff were kind enough to deliver the reports in person to my staff and discuss the four-year project, which has now resulted in recommendations for saving and improving our Nation's fisheries.

I agree wholeheartedly with the premise of the study -- that this Nation must have strong commercial and sport fishing industries. I am particularly impressed by the breadth of public involvement during the course of this study.

I look forward to working closely with you and your colleagues in the Congress on oceans and fisheries matters.

Once again, thank you for your extensive efforts.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned below the word "Sincerely,".

The Honorable Harrison A. Williams, Jr.  
United States Senate  
Washington, D.C. 20510

THE WHITE HOUSE  
WASHINGTON

To Senator Eastland

Thank you very much for your letter of September 22 and the accompanying Fisheries Commissions Reports. I would like to congratulate you on the fine, broad-based effort these reports represent.

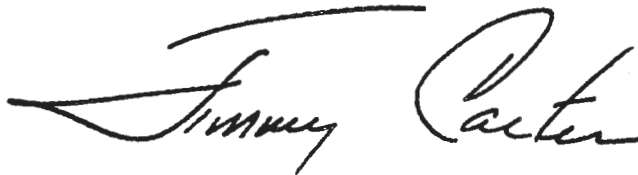
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I look forward to working closely with you and your colleagues in the Congress on oceans and fisheries matters.

Once again, thank you for your extensive efforts.

Sincerely,

A handwritten signature in dark ink, reading "Jimmy Carter". The signature is fluid and cursive, with a large, sweeping initial "J" and a distinct "Carter" at the end.

The Honorable James O. Eastland  
United States Senate  
Washington, D.C. 20510



THE WHITE HOUSE  
WASHINGTON

To Jim Eastland

Thank you very much for your letter of September 22 and the accompanying Fisheries Commissions Reports. I would like to congratulate you on the fine, broad-based effort these reports represent.

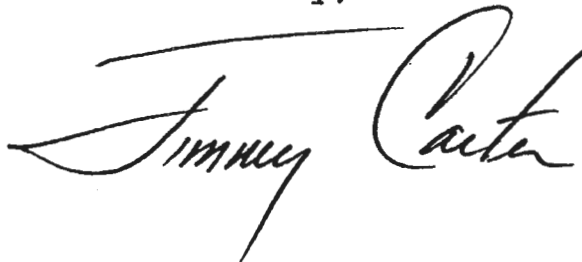
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Once again, thank you for your extensive efforts.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned below the word "Sincerely,".

The Honorable James O. Eastland  
United States Senate  
Washington, D.C. 20510

THE WHITE HOUSE  
WASHINGTON

To Senator Magnuson

Thank you very much for your letter of September 22 and the accompanying Fisheries Commissions Reports. I would like to congratulate you on the fine, broad-based effort these reports represent.

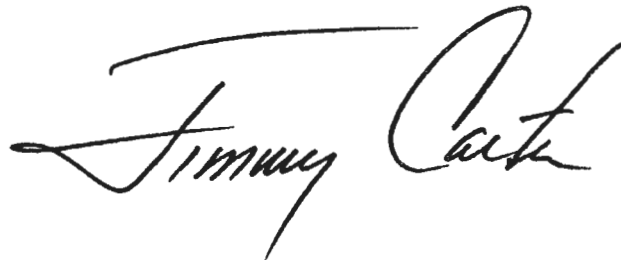
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I look forward to working closely with you and your colleagues in the Congress on oceans and fisheries matters.

Once again, thank you for your extensive efforts.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned below the word "Sincerely,".

The Honorable Warren G. Magnuson  
United States Senate  
Washington, D.C. 20510

## United States Senate

WASHINGTON, D.C. 20510

September 22, 1977

The President  
The White House  
Washington, D. C.

Dear Mr. President:

In 1973 we and 41 of our colleagues in the Senate launched an effort "to save our commercial fishing industry and serve our sport fishing industry."

Our first step was the adoption of a national policy contained in Senate Concurrent Resolution 11. The Resolution stated in the forthright fashion our people appreciate that this nation wants and will have strong commercial and sport fishing industries. Its sponsors included the bipartisan leadership of the Senate, 13 of our standing Committee Chairmen, and Senators from both parties representing 21 of our water-bordered states. We are proud to report that the Resolution was passed by voice vote in the Senate and by a record vote of 405 to 0 in the House.

We wanted to avoid the formulation of a national program in Washington. We sought to develop a "People's Program" in the truest sense. The Atlantic States, Gulf States and Pacific Marine Fisheries Commissions served as our "Board of Directors" for this very large effort. The Commissions properly brought in Gulf Lakes interests. Utilizing \$500,000 provided by the Congress, these entities held face to face meetings the length of the Atlantic Seaboard, through the Gulf and up and down the Pacific Coast with fishermen, gear manufacturers, boat builders, suppliers, canners, processors, distributors, -- indeed -- with representatives of every segment of the industries. State regulatory agencies, our environmental leadership, our colleges, universities and laboratories, as well as other interested parties, were fully consulted. The policy was to include everybody and exclude nobody.

Page Two  
The President

The reports we present today were the results of these Town Hall type meetings and a four-day conference of Steering Committee members from all four areas here in Washington last year.

The splendid work done by the Compact Commissions is not a sectional, one shot solution, nor is it temporary relief in one fishery in one part of our Land. It is truly national in scope, and we respectfully submit that it could result in assisting every person involved, directly or indirectly, in American fishing activities from Maine to Hawaii -- from Alaska to Florida.

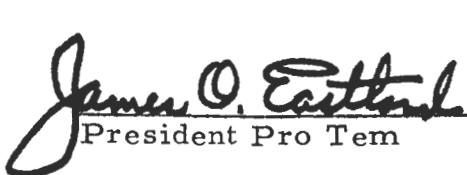
We are thoroughly aware of your deep interest in ocean-related activities, specifically including sport and commercial fishing. Indeed, in your capacity as Governor of Georgia, you made appointments to and worked closely with the Atlantic States Marine Fisheries Commission.

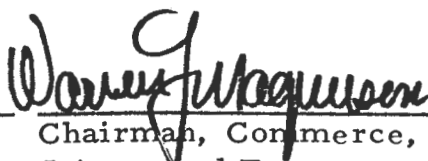
In the vitally important reorganization and redirection of our government which you are leading and which we applaud, we hope and believe that this massive effort can be helpful across the range of our potentially great fishing operations.


We look forward with great pleasure to working closely with you to achieve our goal of "saving commercial fishing and serving sport fishing."

We are deeply appreciative of your consideration of this important and far-reaching matter.

Sincerely,

  
President Pro Tem

  
Chairman, Commerce,  
Science and Trans-  
portation Committee

  
Chairman, Human  
Resources Committee

THE WHITE HOUSE  
WASHINGTON

October 7, 1977

Frank Moore

The attached letters to Sens. Williams,  
Magnuson and Eastland are sent to you  
for delivery.

Rick Hutcheson

RE: FISHERIES COMMISSION REPORTS

THE WHITE HOUSE  
WASHINGTON

October 7, 1977

Frank Moore

The attached letters to Sens. Williams,  
Magnuson and Eastland are sent to you  
for delivery.

Rick Hutcheson

RE: FISHERIES COMMISSION REPORTS



THE WHITE HOUSE  
WASHINGTON

*Jim Eastland*  
*Senator Eastland*  
To ~~Jim Eastland~~

Thank you very much for your letter of September 22 and the accompanying Fisheries Commissions Reports. I would like to congratulate you on the fine, broad-based effort these reports represent.

Members of your staff were kind enough to deliver the reports in person to my staff and discuss the four-year project, which has now resulted in recommendations for saving and improving our Nation's fisheries.

I agree wholeheartedly with the premise of the study -- that this Nation must have strong commercial and sport fishing industries. I am particularly impressed by the breadth of public involvement during the course of this study.

I look forward to working closely with you and your colleagues in the Congress on oceans and fisheries matters.

Once again, thank you for your extensive

Sincerely

The Honorable *James O* Eastland  
United States Senate  
Washington, D.C. 20510

THE WHITE HOUSE  
WASHINGTON

October 7, 1977

Susan Clough

The attached is sent to you for  
action.

Rick Hutcheson

cc: The First Lady

RE: 50TH ANNIVERSARY NATIONAL CONFERENCE  
OF CHRISTIANS AND JEWS

*Office of the President*

THE NATIONAL CONFERENCE OF CHRISTIANS AND JEWS, inc.

(212) 688-7530

43 WEST 57th STREET  
NEW YORK, N. Y. 10019

September 30, 1977

The Honorable and Mrs. Jimmy Carter  
The White House  
1600 Pennsylvania Avenue, N.W.  
Washington, D. C. 20500

Dear President and Mrs. Carter:

In 1978 the National Conference of Christians and Jews will celebrate its 50th Anniversary, and on behalf of our national chairmen, national board and the staff of the NCCJ, I am asking that the two of you honor us by serving as Honorary Chairpersons of the NCCJ's 50th Anniversary.

It would be the first time that the President and the First Lady of our nation have served as honorary chairpersons of any NCCJ event. With the exception of your two immediate past predecessors, other United States Presidents have served as honorary Brotherhood Week Chairmen since the inception of the Week in 1934.

We deeply admire and appreciate the warm and loving family relationship you have and what it represents to the world. Moreover, your committed emphasis of human rights and respect also is what the NCCJ has been about since its inception in 1928, and we are proud that you have emphasized such a fundamental issue.

The Conference, incidentally, was founded by Chief Justice Charles Evans Hughes, Rev. Dr. S. Parkes Cadman, Ambassador Carlton J. H. Hayes, Roger Williams Straus and other distinguished Americans who were outraged at the hatred and division which erupted over Governor Alfred E. Smith's campaign for the presidency as the Democratic Party nominee.

This handful of men and women of good will established a continuing program to combat prejudice and convince Americans that the ideal of brotherhood and human rights and equal treatment was vital to the nation's strength and unity.

The Hon. and Mrs. Jimmy Carter

-2-

September 30, 1977

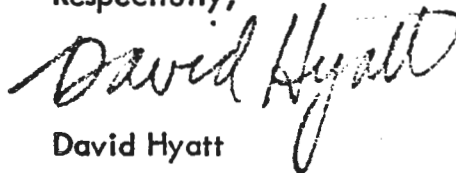
We hope that you and Mrs. Carter will consent to be the Honorary Chairpersons of our Anniversary Year. We expect other notable dignitaries to be a part of the national committee, but it's you and the First Lady who set the example.

It is our fervent hope that the two of you will consent to be the Chairpersons. If so, we would like a picture of you two and perhaps a brief statement about the NCCJ's 50 years.

As we did when we asked you to offer a Brotherhood Week statement last February, we have enclosed a brief statement for your convenience. We appreciated the consideration you gave us in issuing a Brotherhood Week statement and look forward to your reply.

Thank you for your consideration. May you always walk with God.

Respectfully,

A handwritten signature in dark ink, appearing to read "David Hyatt", written in a cursive style.

David Hyatt

DH:es  
Enclosure

CC: Stu Eizenstadt  
Special Assistant to the President

## DRAFT STATEMENT RE NCCJ'S 50TH ANNIVERSARY

On the occasion of the 50th Anniversary of the National Conference of Christians and Jews, we offer our sincerest congratulations and gratitude for your 50 years' combatting prejudice and bigotry. You have done much to ameliorate intergroup strife and improve human rights in our pluralistic society. By rallying men, women and children of good will to assist any group under prejudicial attack, the NCCJ has played a vital role in making organized bigotry an unpopular cause in this country.

We applaud your continued efforts and hope that within the next 50 years we truly will see a society where the respect for the rights and dignity of our fellow persons is the cornerstone of human rights.

THE WHITE HOUSE  
WASHINGTON  
October 7, 1977

Jim McIntyre

The attached was returned in the President's outbox today and is forwarded to you for your information and appropriate handling. The signed original has been given to Bob Linder for appropriate handling and delivery.

Rick Hutcheson

RE: AN AMENDMENT TO PROPOSED FY 78  
SUPPLEMENTAL APPROPRIATIONS FOR  
THE SBA



THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION  
FYI

	MONDALE
	COSTANZA
/	EIZENSTAT
	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON
/	LANCE Jr
	SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	KING

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE  
WASHINGTON

Mr. President:

Eizenstat, Watson, and  
Moore concur.

Rick (wds)



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

October 6, 1977

*oh, but  
this program  
seems like a  
rip-off &  
should be  
changed.*

SIGNATURE

MEMORANDUM FOR:

THE PRESIDENT

FROM:

James T. McIntyre, Jr.

*Jim McIntyre*

SUBJECT:

An Amendment to Proposed Fiscal Year  
1978 Supplemental Appropriations for  
the Small Business Administration

Attached for your approval is an amendment to a fiscal year 1978 supplemental appropriations request for the Small Business Administration. This request will implement your recent decision to increase the request for supplemental appropriations for the Small Business Administration's disaster loan fund from \$725 million to \$1.4 billion. The original request was transmitted to the Congress on September 16, 1977. This increase is necessary because of the higher than anticipated number of loan applications from drought disaster victims. These applications come primarily from Georgia, North and South Carolina, and Iowa.

This proposal will increase fiscal year 1978 budget outlays by \$500 million and fiscal year 1979 outlays by \$175 million.

Recommendation

That you sign the letter transmitting this request to the Congress as soon as possible. This will enable the Appropriations Committees to consider this proposal before Congress adjourns.

Attachments

**Electrostatic Copy Made  
for Preservation Purposes**

THE WHITE HOUSE

WASHINGTON

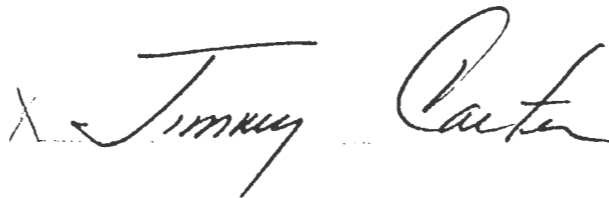
The President  
of the Senate

Sir:

I ask the Congress to consider an amendment to proposed supplemental appropriations for the fiscal year 1978 in the amount of \$675,000,000 for the Small Business Administration.

The details of this proposal are set forth in the enclosed letter from the Acting Director of the Office of Management and Budget. I concur with his comments and observations.

Respectfully,

X  Jimmy Carter

Enclosure



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

The President

The White House

Sir:

I have the honor to submit for your consideration an amendment to proposed supplemental appropriations for the fiscal year 1978 in the amount of \$675,000,000 for the Small Business Administration. The details of this proposal are contained in the enclosure to this letter.

I have carefully reviewed the proposal contained in this document and am satisfied that this request is necessary at this time. I recommend, therefore, that this proposal be transmitted to the Congress.

Respectfully,

*James J. McIntyre, Jr.*

Enclosure

OTHER INDEPENDENT AGENCIES  
SMALL BUSINESS ADMINISTRATION

Heading	1978 supplemental request pending (H.Doc. 95-223)	1978 proposed amendment	1978 revised request
Disaster loan fund.....	\$725,000,000	\$675,000,000	\$1,400,000,000

This revised request is necessary to provide funds to meet the increased number of loan applications from qualified drought disaster victims. This proposal will increase fiscal year 1978 outlays by \$500 million and fiscal year 1979 outlays by \$175 million.



THE WHITE HOUSE  
WASHINGTON  
October 7, 1977

Secretary Bergland

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

RE: USDA SEMINAR



THE PRESIDENT HAS SEEN.  
DEPARTMENT OF AGRICULTURE  
OFFICE OF THE SECRETARY  
WASHINGTON, D. C. 20250

1977 SEP 30 AM 9 02

Good J

September 28, 1977

MEMORANDUM TO THE PRESIDENT

THROUGH Jack Watson  
Secretary to the Cabinet

SUBJECT: USDA Seminar

As requested, I am providing a detailed outline of how our recent seminar came about and was accomplished.

The key, I believe, is in diversity. We had to make sure that the participants included the Department's most vocal -- though rational -- critics; those with traditional views; and folks with strong, sound ideas who have to work with day-to-day problems outside of government.

It is also important to include policy making people from the Department, letting the other participants know their views are being heard by those who will make the decisions.

In addition to following-up on the suggestions from the seminar, we are planning a series of additional meetings. We are considering regional meetings, stressing general topics as well as those limited to specific aspects of the Department. State and local government representatives would be included at this level.

BOB BERGLAND  
Secretary

Attachment

**Electrostatic Copy Made  
for Preservation Purposes**

SEMINAR, U.S. DEPARTMENT OF AGRICULTURE, DOWNINGTOWN, PENNSYLVANIA  
SEPTEMBER 16-18, 1977

#### BACKGROUND

As soon as the new appointees were in place, I charged the Department with two initial missions:

- 1) find out where U.S.D.A. should be going and how to get there;  
and
- 2) make this the peoples' Department again.

To accomplish this, we asked that the policy makers of the Department be brought together with the "scholars" and the "folks" to get "the view from the tractors, the streets and the ivory towers."

Staff was selected to determine time, location, participants and agenda.

#### TIME

It was decided to hold the conference in early fall -- after the normal vacation period and following the return to school of children.

#### LOCATION

Initially, government installations were surveyed to locate a site suitable for fifty participants with facilities for small group sessions, general meetings, housing, and meals that were accessible.

The list of guests, including Department employees, grew to a hundred, however, and private facilities had to be used.

#### PARTICIPANTS

Assistant Secretaries and top staff were asked to submit names from all fields associated with agriculture, rural development, food and nutrition.

Additional names were sought to enhance diversity and assure balance. (Minorities, women, and geography were represented as well as occupations.)

Invitations were sent, initially, two months in advance of the seminar with two follow-up letters and a final phone confirmation of travel details four days prior to the meeting.

## PARTICIPANTS - Continued

U.S.D.A. coordinated all travel arrangements and paid for travel, lodging and meals (estimated cost: \$20,000). No honorariums or other payments were provided.

## AGENDA

Only the broadest of guidelines were provided for discussions to encourage open discussion. (U.S.D.A. moderators were assigned to prevent excessive wandering.)

The conference opened with lunch Friday, brief opening remarks by me, then separating into six discussion groups. The groups were selected "randomly", still making sure diversity was included in each.

The groups planned their own agendas during the first meeting and began discussions. I spent time in each group during each session and was briefed by moderators at the end of each session. (Moderators were given specific instructions to brief me on the complete views of the group, not limiting it to "what they wanted to hear" or what they thought I might want to hear.) Group sessions were held each morning and afternoon. Following the social hour/dinner, Assistant Secretaries were available for more specialized sessions with the participants.

Except for a wrap-up session -- including comments from myself, Deputy and Assistant Secretaries and the participants -- general sessions, resolutions and formal presentations were avoided.

## CONCLUSIONS, RECOMMENDATIONS

It was a general conclusion of the seminar that U.S.D.A. should use a national nutrition policy as a starting point; move from there to a national and global food policy; and from that, develop a national farm policy. That is: instead of trying to decide what to do with what we have, decide what we need and encourage, through farm programs, the production of those goods. It may take a generation to accomplish, but it makes good sense and is within the realm of the possible. (It was somewhat surprising to hear farmers say in effect: tell us what to produce and we'll do it.)

A second suggestion was that U.S.D.A. should either provide a full commitment to rural development or get out of the business. It is certainly true that present programs tend to be disjointed and dispersed. (People are already moving back. Local governments will need -- from U.S.D.A. or some other Department -- help in adjusting.)

## CONCLUSIONS, RECOMMENDATIONS-Continued

A common strain throughout was what is perceived as an emphasis on methods and programs, rather than concerns for people. This attitude has been changed at the policy level. We must make certain the administrators understand and follow through.

It was interesting to discover that producers are as concerned as environmentalists with dependence on chemicals for pest controls and fertilizer. While the producers' interest is primarily economic, the two groups are united in what the end result should be.

## GENERAL PROBLEMS

1. Although we obtained the diversity we wanted from ethnic groups and women, invitees were people we know or had heard of personally. A more sound method of selecting participants should be found.
2. More thought should go into the selection of participants by interests. Although many groups were represented, important aspects, such as transportation, were left out.
3. All participants should be able to attend all sessions. With a group like this, late-comers had to catch up too rapidly.
4. Ideally, a seminar such as this should be the only major meeting at the site. Too much competition with other organizations makes it difficult to coordinate with site management. (Individual management contacts must be found for all aspects of the conference, from registration to coffee.)

A copy of the meeting schedule and a list of the participants and their bios are attached for your information.

# AGENDA

## USDA CONFERENCE

September 16-18, 1977  
Downingtown, Pennsylvania

### FRIDAY, SEPTEMBER 16

9:00 a.m. - noon	Conference and Room Registration Main Lobby - Downingtown Inn
12:00 noon	Luncheon - Valley Forge Room
1:00 p.m.	Opening Remarks -- Secretary Bergland Paoli Room
1:30 p.m.	Small Group Sessions
3:00 p.m.	Break
3:30 p.m.	Small Group Sessions
4:30 p.m.	Free Time
5:00 p.m.	Reception - Valley Forge Room
6:00 p.m.	Dinner - Valley Forge Room
7:00 p.m.	Evening Session Discussions with Assistant Secretaries
8:30 p.m.	Free Time

### SATURDAY, SEPTEMBER 17

7:30 a.m.	Breakfast - Valley Forge Room
8:30 a.m.	General Session - Paoli Room
9:30 a.m.	Small Group Sessions
10:30 a.m.	Break
10:45 a.m.	Small Group Sessions
11:45 a.m.	Free Time
12:00 noon	Luncheon - Valley Forge Room
1:15 p.m.	Small Group Sessions
3:00 p.m.	Break
3:30 p.m.	Small Group Sessions

SATURDAY, SEPTEMBER 17 (continued)

5:15 p.m.	Free Time
5:45 p.m.	Film -- "World Hunger: Lest We Forget" Paoli Room
6:15 p.m.	Reception - Valley Forge Room
7:15 p.m.	Dinner - Valley Forge Room
	GET TOGETHER

SUNDAY, SEPTEMBER 18

7:30 a.m.	Breakfast - Valley Forge Room
9:00 a.m.	Discussions with Assistant Secretaries
10:30 a.m.	General Session -- Secretary's Remarks and General Discussion Paoli Room
12:00 noon	Luncheon - Valley Forge Room
1:30 p.m.	Conclusion of Conference



## SEMINAR PARTICIPANTS: BIOGRAPHIES

DANIEL ALDRICH: Dr. Aldrich is Chancellor of the University of California-Irvine. He has served as Chairman of the Department of Soils and Plant Nutrition on the Davis and Berkeley campuses and also as the Dean of the University of California's Division of Agricultural Sciences.

GAR ALPEROVITZ: Dr. Alperovitz is Co-Director, Exploratory Project for Economic Alternatives. He is Past President of the Center for Community Economic Development and the Cambridge Institute. Dr. Alperovitz has also written extensively on atomic diplomacy and the cold war and served as a special consultant for the NBC White Paper, "The Decision to Drop the Atomic Bomb."

NANCY AMIDEI: Ms. Amidei is Deputy Assistant Secretary for Legislation/Welfare for the Department of Health, Education and Welfare. She also served briefly with the Family Impact Seminar, a Carnegie-supported project on Race and Social Policy. Ms. Amidei's interests are with poverty and welfare issues and the relationship between food and welfare.

LUTHER P. ANDERSON: Dr. Anderson is Dean of Agricultural Sciences at Clemson University. He has a background in extension agronomy, working in areas of cotton, soybeans and small grains.

THOMAS S. BARLOW: Mr. Barlow is a staff member with the Natural Resources Defense Council. His staff responsibilities with the Council include federal water programs and forest policy analysis.

JOHN R. BENSON: Mr. Benson is an attorney and farmer in Brawley, California. He farms 5,000 acres of cotton, alfalfa, sugar beets, wheat, rye, sudan grass pasture and lettuce.

JAMES T. BONNEN: Dr. Bonnen is a Professor of Agricultural Economics at Michigan State University, a position he has held since 1954. Prior to that, he was Senior Staff Economist for the President's Council of Economic Advisors from 1963-1965. Dr. Bonnen is also Past President of the American Agricultural Economics Association and has served on numerous agricultural boards, commissions and task forces.

WALTER F. BROWN: State Senator Brown represents the 13th District of Oregon. He is an attorney and served as Director of the Oregon Consumer League from 1975-1976. Senator Brown was the chief sponsor of Oregon's 1975 fluorocarbon aerosol ban legislation.

DAVID L. CALL: Dr. Call is Director of New York Cooperative Extension in the Colleges of Agriculture and Life Sciences and Human Ecology at Cornell University. Dr. Call's background has centered on research, analyzing government food and nutrition programs, identification and analysis of factors causing changes in nutrition and food consumption and the acceptance of food analogs and substitutes. In the international sphere, he has conducted research on the relationship between economics, malnutrition and development.

DORIS HOWES CALLOWAY: Dr. Calloway is Professor of Nutrition at the University of California-Berkeley. She served from 1961-1964 as Chairman of the Department of Food Science and Nutrition at the Stanford Research Institute in Menlo Park, California. Dr. Calloway has published and lectured extensively on food and nutrition.

EMERY N. CASTLE: Dr. Castle is Vice President and Senior Fellow for Resources for the Future. He is Past President of the American Agricultural Economics Association and the Western Farm Economics Association.

CLAY L. COCHRAN: Dr. Cochran is the Executive Director of Rural America, Inc., a nonprofit organization formed to encourage and carry out research, educational and technical assistance programs designed to promote the economic and social welfare of people living in small towns and rural areas. His writings cover areas including hired farm labor, electric power, monetary and fiscal policy and housing.

WILLARD W. COCHRANE: Dr. Cochrane is a Professor of Agricultural Economics and Professor of Public Affairs at the University of Minnesota. He has served as an agricultural advisor in both the United States and abroad. Dr. Cochrane has authored numerous articles and bulletins including "Farm Price Gyration - An Aggressive Hypothesis," (Journal of Farm Economics, May, 1947).

DON COX: Mr. Cox is a farmer in Brawley, California. His Imperial Valley farm produces cotton, sugar beets, alfalfa, onions and tomatoes.

LYNN DAFT: Dr. Daft is Associate Director for Agriculture and Rural Development for the Domestic Council, the White House. He has served as a staff economist for the Department of Agriculture, National Advisory Commission on Rural Poverty and the National Commission on Food Marketing.

NORMAN C. DeWEAVER: Mr. DeWeaver is a Community Economic Development Advisor for the Center for Community Change which provides guidance on economic development techniques and funding sources for local community development corporations served by the Commodity Credit Corporation (CCC). He has also authored and coauthored several publications on rural development.

BOBBY R. EDDLEMAN: Dr. Eddleman is a Professor and Economist, MAFES, Department of Agricultural Economics, Mississippi State University. He served as Research Coordinator for the Food and Resource Economics Department's research program through the University of Florida in Latin America from 1968-1973 and has administered several rural development programs.

WILLIAM P. FLATT: Dr. Flatt is Director of the Agricultural Experiment Station, College of Agriculture, Athens, Georgia. He has directed research on animal nutrition, breeding, genetics, physiology, meat quality, cattle, swine and dairy production. Dr. Flatt has authored approximately 100 scientific publications primarily on energy metabolism and other aspects of animal nutrition.

GERALD FOLEY: Reverend Foley is the Associate Director, National Catholic Rural Life Conference. He helped organize the National Economic Development, Inc. (a project aimed at fighting rural poverty through craft production), marketing and consultation service for small business.

THOMAS S. FOLEY: Representative Foley represents the 5th Congressional District of Washington. He is an attorney and formerly served as Chief Clerk and Special Counsel to the Committee on Interior and Insular Affairs of the U.S. Senate. Congressman Foley was first elected in 1964 and is currently Chairman of the House Agriculture Committee and House Democratic Caucus.

JOAN DYE GUSSOW: Dr. Gussow is Assistant Professor and Chairman in Nutrition at the Teachers College of Columbia University. She was formerly an instructor with the Program in Nutrition, Teachers College, Columbia University. Dr. Gussow has served on several nutrition symposia, task forces and seminars and has authored and co-authored articles on nutrition and health.

LOWELL S. HARDIN: Dr. Hardin is with the International Division of the Ford Foundation. His Ford Foundation experience includes advisory and consultant work in Latin America and the Caribbean Program. He was formerly Head of the Department of Agricultural Economics, Purdue University.

GAIL HARRISON: Ms. Harrison is Director of Issues Staff Development and Assistant to the Vice President. She formerly served with then Senator Mondale's staff, working in areas of agriculture, world food and trade.

E.L. HATCHER: Mr. Hatcher is Chairman of the National Wheat Institute. He is Past President of the National Association of Wheat Growers and Past Chairman of the Agriculture Council of America. Mr. Hatcher is a wheat and cattle farmer in Colorado.

J.D. HAYES: Mr. Hayes is owner and operator of Hayesland Farms in Huntsville, Alabama and is also President of the Alabama Farm Bureau Federation. He has been an active member of marketing, rural development and agribusiness organizations and is the founder and Past President of the Alabama Crop Improvement Association.

R. JAMES HILDRETH: Dr. Hildreth is the Managing Director of the Farm Foundation. He has published over 70 articles, papers and monographs in the field of agricultural economics and rural living. Dr. Hildreth is currently President of the American Agricultural Economic Association.

MICHAEL JACOBSON: Dr. Jacobson is Co-Director of the Center for Science in the Public Interest (CSPI) and Executive Director of Nutrition Action. He has done extensive writing on food additives, nutrition and the food industry.

DESMOND JOLLY: Dr. Jolly is a consumer economist with the Cooperative Extension Service of the University of California. Prior to his appointment there, he served as Chairman of the Department of Economics at Federal City College. Dr. Jolly has published several papers on consumer economics, the economics of poverty and human resources and the development of tropical agroecosystems.

ANOUSH KHOSHKISH: Dr. Khoshkish is Professor of Political Science at Moorhead State University, Moorhead, Minnesota. He is a former Director of the UNESCO Program of Studies and Research on International Relations and Exchange. Dr. Khoshkish also served as Education Director of the World Federation of United Nations Association and Secretary General of the International Student Movement for the United Nations in Geneva during the mid-1950's.



LEE R. KOLMER: Dr. Kolmer is Dean of the College of Agriculture and Director of the Agriculture Experiment Station at Iowa State University. He formerly taught at Iowa State and Southern Illinois Universities.

JOHN KRAMER: Dean Kramer is Associate Dean of the Georgetown Law School. He is professor of constitutional law, civil procedures, human experimentation and clinical education in litigation and legislation. Dean Kramer is also Special Counsel to the House Agriculture Committee.

JOHN V. KRUTILLA: Dr. Krutilla is a Senior Fellow at Resources for the Future. He has served as a water resources consultant for academic institutions, the U.S. Government and the United Nations. Dr. Krutilla has also authored numerous books and papers on water resources, wildlife and the environment.

SYLVIA LANE: Dr. Lane is Professor of Agricultural Economics at the University of California-Davis. Her primary areas of interest are consumer economics, the economics of consumption and community development. Dr. Lane has published numerous articles on nutrition, finance and rural health services and housing.

JOE LANHAM: Dr. Lanham is an agricultural economist at Clemson University. His research, teaching and public service activities there include agricultural policy, finance and natural resource economics. Dr. Lanham has served in an advisory and consultant capacity to local, state and national government as well as to land use and water policy councils.

RODNEY E. LEONARD: Mr. Leonard organized and is the Chief Executive Officer of the Community Nutrition Institute, CNI. Mr. Leonard served between 1961-1968 as a Deputy Assistant Secretary for Consumer and Marketing Services and Administrator of Consumer and Marketing Services for the Department of Agriculture.

GEORGE MANN: Representative Mann is Chairman of the House Agriculture Committee in Minnesota. He is also a grain farmer in southwestern Minnesota. Representative Mann authored Minnesota's statute on corporate farming and was also active in recent legislation to provide low interest loans to young farmers.

JEAN MAYER: Dr. Mayer is President of Tufts University. He has served on numerous Presidential and Congressional committees on food and nutrition and has authored many articles and books on nutrition and health. Dr. Mayer has lectured extensively in both the United States and abroad and has chaired a number of symposia on nutrition and food policy.

WILLARD FRITZ MUELLER: Dr. Mueller is Professor of Agricultural Economics at the University of Wisconsin. He also serves as Professor of Law and Economics. Dr. Mueller formerly served as Director of the President's Committee on Price Stability and Chief Economist for the Federal Trade Commission.

ALFREDO NAVARRO: Mr. Navarro is Executive Director of Central Coast Counties Development Corporation in California. He was formerly Assistant Director for Research and Planning for Project Domestic, an OEO funded project, demonstrating models of economic development for low income minority groups in Tulare County, California. Mr. Navarro has also been active in state and local committees on rural and migrant affairs, small farms and housing.

COPELAND NEWBERN: Mr. Newbern is currently on the Board of Directors of Newbern Groves, Inc. He was a vo-ag teacher and an agricultural agent in Florida. Mr. Newbern was founder of Newbern Groves and served as its President until 1976.

GEORGE S. OKI: Mr. Oki is President of Oki Nursery. He has been active in the International Plant Propagators' Society and the California Association of Nurserymen. His interests and activities include new technology in plant breeding and plant propagation, international trade and agricultural labor.

DON PAARLBERG: Dr. Paarlberg is Professor Emeritus from Purdue University where he teaches courses in agricultural policy and research methods. His former appointments have included coordinator of the Food-for-Peace Program, Assistant Secretary of Agriculture and Director of Agricultural Economics. Dr. Paarlberg also served as an economic advisor to former Secretaries of Agriculture Benson, Hardin, Butz and Knebel.

DAVID W. PREUS: Reverend Preus is the President of the American Lutheran Church. He has been active in community affairs in Minneapolis such as the Minneapolis City Planning Commission, Minneapolis Board of Estimate and Taxation and the Urban Coalition. Rev. Preus is a former President of the Minneapolis School Board.

E. EMMETT REYNOLDS: Mr. Reynolds is President of the Georgia Farm Bureau Federation and Chairman of the National Peanut Growers Group. The Reynolds' family farms 1,000 acres of peanuts, corn, livestock and grain in Arabic, Georgia.

RICHARD E. ROMINGER: Mr. Rominger is Director of the California Department of Food and Agriculture. He is also a farmer and member of the State Board of Food and Agriculture.

JOHN A. SCHNITTKER: Dr. Schnittker is President of Schnittker Associates which specializes in economic research and policy analysis of food and agriculture on a worldwide basis. He served as Under Secretary of Agriculture and President of the Commodity Credit Corporation from 1965-1969. From 1965-1967, Dr. Schnittker served as Senior Representative of the Department of Agriculture in the Kennedy round of trade negotiations.

LAUREN SOTH: Mr. Soth is a former editor for the Des Moines Register and Tribune. In 1956, he won the Pulitzer Prize for a 1955 editorial which brought about the exchange of farm delegations with the Soviet Union. Mr. Soth has also authored several books including Farm Trouble (1957), An Embarrassment of Plenty (1965) and Agriculture in an Industrial Society (1966).

JOHN STENCEL: Mr. Stencil is President of Rocky Mountain Farmers Union, a legislative and educational farm organization in Colorado and Wyoming. He has served as Executive Secretary of the Colorado Committee for National Health Security, Director of the San Francisco-based Center for Rural Studies and as a member of the Colorado Rural Development Committee.

K.R. TEFERTILLER: Dr. Tefertiller is President of the University of Florida. He was formerly Assistant Professor, Associate Professor and Chairman of the Production Economics Section at Texas A & M University. Dr. Tefertiller has participated in and served as a consultant to numerous international economic conferences.

JEANE THOM: Ms. Thom is a public member of both the Producers Canning Cling Peach Advisory Board and the Plum Commodity Committee. She has been active in community activities and has worked with the Consumer Co-op of Berkeley.

RAYMOND D. VLASIN: Dr. Vlasin is Chairman of Resource Development, Michigan State University. In addition to this role, he has served as Acting Director of MSU's Center for Rural Manpower and Public Affairs. Dr. Vlasin is Past President of the Community Development Society of America and is co-editor of Selected Perspectives for Community Resource Development.

L.T. WALLACE: Dr. Wallace is an agriculturalist with the University of California-Berkeley. He formerly worked as a consultant in Peru, Europe and Africa, headed an Extension team to Chile in 1964 and was a member of a special trade study conducted in Europe in 1969. Dr. Wallace has written over 60 articles and pamphlets on agricultural economics, resource management and community development.



BOOKER T. WHATLEY: Dr. Whatley is a Professor of Plant and Soil Science and Research Associate for the Carver Research Foundation, Tuskegee Institute. From 1957-1969, he served as Professor and Head of the Department of Horticulture at Southern University. Dr. Whatley has authored numerous articles particularly on sweet potatoes.

THOMAS T. WILLIAMS: Dr. Williams is Administrative Assistant to the President, Professor of Economics, Federal Relations Officer and Director of the International Institute at Southern University. He has written extensively about the problems of rural black farmers, economic underemployment in the rural labor force and international economic development.

SYLVAN H. WITTWER: Dr. Wittwer is Director of the Agriculture Experiment Station, Associate Dean of the College of Agriculture and Natural Resources and Professor of Horticulture at Michigan State University. He has published over 450 papers and scientific reports in his field of horticulture, plant physiology, agricultural technology, agricultural communications and priorities in agricultural research.

E. T. YORK: Dr. York is Chancellor of the State University System of Florida. He served as Extension Service Administrator from 1961-1963 and during that time also served on the National Food for Peace Council and National Freedom from Hunger Committee. Dr. York also served on a special task force appointed by President Johnson to develop recommendations for U.S. Government programs to deal with the world food problem.

## USDA BIOGRAPHIES

BOB BERGLAND, Secretary of Agriculture: Secretary Bergland owns a 600 acre grain and lawn seed farm in Roseau, Minnesota. Sworn into office on January 23, 1977, he was Congressman from the 7th Congressional District in Minnesota from 1970 until his appointment as Secretary. In 1961, Bob Bergland became Chairman of the Minnesota Agricultural Stabilization and Conservation Service and in 1963 became the Midwest Director for the USDA's Agricultural Stabilization and Conservation Service.

JOHN C. WHITE, Deputy Secretary of Agriculture: Mr. White served as Texas Agriculture Commissioner for 26 years. He inaugurated the Texas Agricultural Projects, (TAP), a worldwide marketing project; created a Consumer Protection and Services Division; and initiated the first cooperative effort with Mexican officials to control cotton insect pests. He also served on the staff of Midwestern University in Wichita Falls, Texas.

WELDON BARTON, Assistant to the Secretary: Dr. Barton served as Staff Consultant to the House Committee on Agriculture. He was also an Assistant Director of Legislative Services for the National Farmers Union and taught Government at Texas Tech and Southwest Texas State Universities.

SIDNEY J. BUTLER, Deputy Assistant Secretary for Food and Consumer Services: Formerly an attorney with the firm of Cobb, Edwards, Hamlet, Nichol, and Woodall in Memphis, Tennessee, Mr. Butler served as National Coordinator of the Carter-Mondale rural campaign and later as Personnel Director during the transition.

GORDON CAVANAUGH, Administrator, Farmers Home Administration: Prior to his present appointment, Mr. Cavanaugh served as Executive Director of the Housing Assistance Council in Washington, D.C. As an attorney, he has specialized in land development law and also was active in the field of housing assistance and rural community development.

LEE C. CORCORAN, Executive Assistant to the Secretary: Former Counsel to the House of Representatives Committee on Interstate and Foreign Commerce, Mr. Corcoran also served as Chief Counsel for the Federal Railroad Administration of the Department of Transportation. He was also a supervisory attorney/advisor to the Small Business Administration from 1965 to 1967.

M. RUPERT CUTLER, Assistant Secretary for Conservation, Research and Education: Dr. Cutler served as Assistant Professor of Resource Development and as an Extension Specialist in Natural Resources Policy at Michigan State University. Dr. Cutler has extensive experience with conservation, wildlife and resource development organizations.

KENNETH DEAVERS, Director, Economic Development Division, Economic Research Service: From 1975-77, he served as Deputy Assistant Director, Natural Resources and Commerce Division, for the Congressional Budget Office. Mr. Deavers also worked with the Commerce Department as the Director of the Office of Planning and Program Support and earlier as Chief of the Area Planning Division for the Department of Commerce.

CLYDE T. ELLIS, Assistant to the Director of Agricultural Economics, Policy Analysis and Budget: Served on the staff of Senator John McClellan, working primarily on cooperatives, rural electrification, energy, water, telephones and other rural issues. He also served as a consultant on rural development to former Secretary of Agriculture Orville Freeman.

KENNETH R. FARRELL, Deputy Administrator, Economic Research Service: Immediately prior to his appointment, Dr. Farrell was Associate Director, Giannini Foundation of Agricultural Economics, University of California - Berkeley.

RAY FITZGERALD, Administrator, Agricultural Stabilization and Conservation Service: Mr. Fitzgerald has served as the President of Agricultural Cooperative Development International (ACDI), a nonprofit technical and consulting firm established by U.S. farm cooperatives to develop and maintain liaison with cooperative groups in less developed countries.

CAROL TUCKER FOREMAN, Assistant Secretary for Food and Consumer Services: Former Director of the Consumer Federation of America and the Paul Douglas Consumer Research Center, Mrs. Foreman has also served as Director of Policy Development of the U.S. Commission on Population Growth; worked at the Department of Housing and Urban Development; and served as a Congressional aide.

BOB GREENSTEIN, Special Assistant to the Secretary: Prior to joining USDA, Bob Greenstein was associate editor of the Community Nutrition Institute (CNI) Weekly Report. At CNI, he specialized in federal food assistance programs, and was frequently involved in legislation dealing with these programs.

DALE E. HATHAWAY, Assistant Secretary for International Affairs and Commodity Programs: Dr. Hathaway served as Director of the International Food Policy Research Institute. He has also been an agricultural advisor for the Ford Foundation with extensive experience in the Far East. Dr. Hathaway has authored several books on agricultural economics.

JERRY HILL, Deputy Assistant Secretary for Marketing Services:  
Mr. Hill served as former Senator John Tunney's Administrative Assistant and earlier as Legislative Assistant to then Congressman Tunney where he was responsible for consumer protection, agricultural energy, environment, natural resources, water resources and Indian law legislation.

HOWARD W. HJORT, Director, Agricultural Economics, Policy Analysis and Budget: Prior to Mr. Hjort's appointment, he was Vice President and partner in the agricultural consulting firm of Schnittker Associates. From 1963-1965, Mr. Hjort was the Staff Economist for the U.S. Department of Agriculture.

J. FRED KING, Acting Assistant Secretary for Administration:  
Mr. King has been with the Department since 1964. He first served as an Agricultural Stabilization and Conservation Service fieldman in Pennsylvania. From 1974 until his present appointment as Acting Assistant Secretary, he served as Chief of the Minority Business Assistance Division, Office of Equal Opportunity (OEO), United States Department of Agriculture.

HENRIETTA McARTHUR, Deputy Assistant Secretary for Rural Development:  
Ms. McArthur was a former Assistant Vice President of the Citizens and Southern National Bank in Atlanta, Georgia, working primarily on rural loans and community development. Immediately prior to her USDA appointment, she worked on the Carter-Mondale transition team, helping to establish a talent bank for the Presidential Personnel Office.

RICHARD J. McCAFFERY, Assistant Administrator-Designate for Policy Coordination and Training, Rural Development Service:  
Before coming to the Department, Mr. McCaffery served as the Executive Director, Centralized Day Care Administration, Inc., Rochester, New York.

ALEX P. MERCURE, Assistant Secretary for Rural Development:  
Alex Mercure was Vice President and Associate Provost for Public Service, Community and Regional Affairs at the University of New Mexico. He has also been a farmer, rancher, sheepherder, businessman, rural development director and educator.

ROBERT H. MEYER, Assistant Secretary for Marketing Services:  
Prior to his USDA appointment, Bob Meyer was a diversified farmer in the Imperial Valley of California. He raised cotton, sugar beets, wheat, alfalfa and cattle.



JEROME A. MILES, Acting Director, Office of Finance and Office of Budget, Planning and Evaluation: Headed Office of Management and Finance prior to reorganization in May, 1977. Served as Deputy Director of a similar office at the Department of Commerce. Jerry Miles has also served in the Agricultural Stabilization and Conservation Service as Director of the Operations Analysis Staff. He holds a Master's of Public Administration and is serving as Chairman of the USDA Graduate School's Department of Administration.

WILLIAM J. NAGLE, Administrator, Rural Development Service: Dr. Nagle served as the Director of Economic Development for the State of Maryland. Earlier, as president of his own consulting firm, Community Resources, Inc., he worked in areas of policy management, development planning, housing and international development. Bill Nagle was also responsible for developing and implementing the multi-county Economic Development District Program in the Economic Development Administration during the Johnson Administration.

JAMES NIELSON, Deputy Assistant Secretary for Conservation, Research and Education: Dr. Nielson came to the Department from Washington State University's Agricultural Research Center at Pullman. There he operated a \$12 million per year research program in agricultural and forestry crops, natural resource development, environmental quality and human and community resource development.

CLIFFORD OUSE, Assistant to the Secretary: Cliff Ouse was formerly Legislative Assistant to Congressman Bergland. He has been a farmer since 1949.

NOOLEY R. REINHEARDT, Confidential Assistant to the Assistant Secretary for Rural Development: Mr. Reinhardt came to the Department from the University of New Mexico where he served as Mr. Mercure's assistant.

THOMAS R. SAND, Assistant to the Secretary: Tom Sand served as Press Aide to Congressman Bergland from 1971-1977. He was formerly affiliated with Coleman-Goff, Inc. of St. Paul, Minnesota as Creative Director.

PETER SORENSON, Special Assistant to the Assistant Secretary for Conservation, Research and Education: Prior to his appointment with the Department, Pete Sorenson served as a Legislative Assistant to Congressman James H. Weaver of Oregon.

JOHN SNYDER, Program Specialist, Rural Development Service: Mr. Snyder served as State Leader of the Community Development Program - New York State Cooperative Extension, Cornell University from 1971-1976.

JAMES C. WEBSTER, Director, Office of Congressional and Public Affairs: Jim Webster served as Chief Clerk and Press Secretary of the U.S. Senate Committee on Agriculture, Nutrition and Forestry. He also served as Press Secretary and Legislative Assistant on agriculture to Senator George McGovern for two years. Mr. Webster has an extensive newspaper and public relations background.

SARAH WEDDINGTON, General Counsel: Prior to her USDA appointment, Sarah Weddington was a Member of the Texas State House of Representatives. Ms. Weddington is certified by the Texas Bar Association as a family law specialist and also served as Assistant City Attorney for Fort Worth.

STANLEY D. WESTON, Deputy for Public Affairs: Before coming to the Department, Stan Weston served as Vice President for Communications with the National Farmers Union Service Corporation in Denver, Colorado. Mr. Weston was also Press Secretary to then Senator Mondale in 1968-1969.

HARRY E. WILHELM, Deputy Assistant Secretary for International Affairs and Commodity Programs: Mr. Wilhelm served with the Ford Foundation in South and Southeast Asia, Burma, Argentina, Chile, Latin America and the Caribbean, India, Nepal and Sri Lanka. He worked in agricultural and rural development; education; health and nutrition; and public planning and management.

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9 20 AM

THE WHITE HOUSE

WASHINGTON

VISIT TO THE

DEMOCRATIC NATIONAL COMMITTEE MEETING

Friday - October 7, 1977  
Washington Hilton Hotel

Attire: Business Suit

From: Tim Kraft

SEQUENCE

9:20 a.m. You board motorcade on South Grounds  
and depart en route Washington Hilton  
Hotel.

9:30 a.m. Motorcade arrives Washington Hilton Hotel.

PRESS POOL COVERAGE  
CLOSED ARRIVAL

You will be met by:

Mr. Earl McDonough, Hotel General Manager

9:31 a.m. You proceed to International Ballroom  
offstage announcement area.

9:32 a.m. Arrive offstage announcement area and pause.

9:22 a.m. Announcement

9:33 a.m. You proceed to dais and take your seat.

OPEN PRESS COVERAGE  
ATTENDANCE: 1,000

You will be greeted on stage by:

Mr. Ken Curtis, DNC Chairman  
Ms. Dorothy Bush, DNC Secretary  
Ms. Carmela Lacayo, DNC Vice Chairman  
Mayor Coleman Young, DNC Vice Chairman

2.

Mr. Joel McCleary, DNC Treasur  
Mr. Jess Hay, DNC Finance Chairman  
Mr. Ben Brown, DNC Deputy Chairman  
Mr. Paul Sullivan, DNC Exec. Director  
Mr. Hugh Cannon, Parliamentarian  
Mr. Ron Eastman, DNC General Counsel

9:34 a.m.

Introduction of you by Ken Curtis.

9:35 a.m.

PRESIDENTIAL REMARKS.

FULL PRESS COVERAGE

9:50 a.m.

Your remarks conclude.

You thank your hosts and depart  
International Ballroom en route  
motorcade for boarding.

SPECIAL NOTE: Ellsworth  
Bunker is scheduled to speak  
immediately after you on the  
Panama Canal.

9:53 a.m.

Motorcade departs Washington Hilton  
Hotel en route South Grounds.

10:03 a.m.

Motorcade arrives South Grounds.

# # # # #

THE WHITE HOUSE

WASHINGTON

10-7-77

To Pat Harris, Cecil Andrus,  
Ray Marshall, Joe Califano,  
Juanita Kreps, Jack Watson

In preparing for me a  
proposal on the South Bronx  
(which may serve as a  
prototype for other blighted  
urban areas) use the city's  
"Bronx Housing Strategy" as  
a starting point. Remember  
that federal funding, under  
existing programs, can only be  
a small portion of the total.

Jimmy Carter

THE WHITE HOUSE

WASHINGTON

FOR THE RECORD - THE ATTACHED WAS ALSO SENT  
TO STU EIZENSTAT AND THE VICE PRESIDENT FOR  
THEIR INFORMATION.

October 7, 1977

To Jackie Donovan

Thanks for your comments about the  
need for increased citizen involvement  
in preserving the beauty of our country.

I understand your interest and concern,  
and appreciate your recommendation that  
I discuss this during one of my televised  
talks with the American people.

Sincerely,

Mrs. Jacqueline T. Donovan  
65 Brandon Road  
Conroe, Texas 77301

JC/sc

*on re citizen involvement*

RECEIVED

OCT 8 1977

65 Brandon Road  
Conroe, Texas 77301  
September 20, 1977

*Susan  
Polite reply  
J*

The President  
The White House  
Washington, D. C.

Dear President Carter,

The disregard for the beauty of our country by insensitive people who litter is obnoxious. The nation's beautification and anti-litter programs have helped, but we still have a long way to go to incite those who are unconscientious to pride in their country.

Would you consider discussing this topic with the American people during one of your fireside chats? I can't help but feel that the concern of our President will go far in making people more aware of the problem, and will be a strong incentive to improve littering habits.

In my pre-college student days, I spent several years doing volunteer projects related to ecology, especially visual pollution. If there is anything I can do to help, please advise.

Jack and I enjoyed our visit with Rosalynn. I'm sorry we were not able to say hello to you.

Very sincerely yours,

*Jacqueline T. Donovan*

Jacqueline T. Donovan

Electrostatic Copy Made  
for Preservation Purposes